

# **INTRODUCTION TO LEADERSHIP STUDIES**

## **LDSP 1000**

### **Fall 2016**

Classroom: Brewster B-301  
Class time: Mon., Wed., & Fri., 1:00 to 1:50 p.m.  
Office hours: Mon. & Wed., 3:30 to 5:00 p.m., and  
Tues., 10:00 a.m. to 12:00 p.m.

Instructor: Dr. Peter L. Francia  
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*“In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.” – Harry S. Truman*

### **COURSE OVERVIEW AND LEARNING OBJECTIVES**

This course provides an introductory overview of the theoretical perspectives and foundational concepts of leadership. Specifically, the course examines the traits, skills, styles, and approaches of leadership. By the end of the course, you should be able to identify and to describe various leadership theories and concepts; analyze the strengths and weaknesses of various leaders; and apply leadership principles to specific case studies and situations. As you progress through the semester, try to remember that in the absence of leadership, organizations, businesses, governments, and other important societal institutions cannot perform efficiently or effectively. Leadership, therefore, is critical to society’s well-being. The ability to lead others is also something that employers and others in positions of authority value highly in an increasingly competitive world. Effective and ethical leadership, however, often seems in short supply as scandals and corruption in politics and the business world too often illustrate. It is the goal of this course to help you understand and gain the knowledge necessary to be a leader who can not only navigate through today’s global marketplace, but more importantly, can shape and influence society for the better.

### **COURSE STRUCTURE**

Classes begin with a lecture on the topic listed in the course outline. You should come to class prepared to ask questions and to participate in class discussions. Keeping up with the assigned weekly readings and attending class regularly throughout the semester will allow for more informed classroom dialogue and for more interesting debates, as well as improve your ability to contribute to and learn from the class interactions. To incorporate visual learning in the classroom, and to help generate additional thought on the subjects covered in the course, I often show video material in class. On occasion, I may select documentaries and films that have an “R” rating. Please see me if you have any moral, religious, political, or other objections to viewing documentaries or films with an “R” rating.

### **READINGS**

Required Readings: (1) *Leadership: Theory and Practice*, 7<sup>th</sup> ed., Peter G. Northouse (Sage, 2016), and (2) selected readings on Blackboard.

Optional Reading: *Leaders Eat Last: Why Some Teams Pull Together and Others Don’t*, Simon Sinek (Penguin Press, 2014).

## EVALUATION

Your final grade in the course will be based on class attendance, online participation, and your performance on four exams. The weight assigned to each is:

- (1) Exam 1 on September 19 = 15% of your overall grade.
- (2) Exam 2 (Midterm) on October 14 = 20% of your overall grade.
- (3) Exam 3 on November 21 = 15% of your overall grade.
- (4) Exam 4 (Final) on December 9 = 20% of your overall grade.
- (5) Online participation is worth 10% of your overall grade (see below for more information).
- (6) Class attendance is worth 20% of your overall grade (see below for more information).

Course averages will be converted to letter grades using the scale below:

Course Average	Grade	Course Average	Grade
93 and above =	A	73 to 76 =	C
90 to 92 =	A-	70 to 72 =	C-
87 to 89 =	B+	67 to 69 =	D+
83 to 86 =	B	63 to 66 =	D
80 to 82 =	B-	60 to 62 =	D-
77 to 79 =	C+	Below 60 =	F

## ONLINE PARTICIPATION GRADE

Participation is a requirement for this course, and the Packback Answers platform will be used for online discussion about class topics. You are required to answer one discussion board question and to post one question of your own relevant to the subject matter. This assignment is due once per week during weeks 3-7 and 9-13. Your answer to a discussion board question must include supporting materials (i.e., links to articles or videos from reputable sources) to earn credit. In total, there are 10 weeks with assignments throughout the semester. This means you will be asked to answer a total of 10 discussion board questions and to post 10 questions, equaling 20 assignments. Your online grade will be based on the percentage of those assignments that you have completed throughout the semester. For example, if you successfully completed all 20 assignments, you would earn an online grade of 100%. Alternatively, if you completed 15 of the 20 assignments, you would earn a 75% ( $15/20=.75$ ).

## INFORMATION ON PACKPACK ANSWERS

To start posting on Packback Questions, navigate to <https://Packback.co/questions> and click “Register as a new student.” Make sure to register with your ECU email address and your real first name and last name. Enter our class community’s access code into the “Join a new Community” module on your dashboard. This access code will be provided to you in an e-mail during the first week of class. Follow the instructions on your screen to finish your registration, and then click into our class Curiosity Community. You can make your first post by clicking the gold “Ask a Question” button. For a brief introduction to Packback Questions and why we are using it in class, watch this video at: <https://vimeo.com/packback/Welcome-to-Packback-Questions>.

## **CLASS ATTENDANCE GRADE**

Class attendance is mandatory. I will circulate an attendance sign-in sheet at the beginning of each lecture. It is your responsibility to make sure that you sign the attendance sheet if you are present in class. If you arrive excessively late to class or if you leave class early, you will receive only partial credit for attendance. Your class attendance grade will be based on the percentage of classes that you attend (e.g., a student who attends every class will earn a 100; a student who attends half of the classes will earn a 50, etc.). Students who are active participants during class discussions will receive a bonus point added to their overall course grade.

## **EXAM RULES AND POLICIES**

Failure to be present for any of the scheduled exams will result in an automatic “0.” On all exam dates, please come prepared with a bubble sheet and a pencil. If you cannot attend an exam, you must contact me at least 30 minutes before I have administered the test. I will grant a make-up exam only for circumstances that I deem extraordinary or for circumstances that meet university guidelines. If you miss an exam because of an illness, you are still required to contact me before the exam. You must also present me with proper verification (see below).

## **EXCUSED ABSENCES AND VERIFICATION**

I will excuse absences, including those on exam dates, for the following reasons: (1) participation in an authorized activity as an official representative of the university (this includes athletic events, university-sponsored performances, or academic conferences); (2) participation in other activities deemed by the Dean of Students to warrant an excused absence; (3) an extreme personal emergency; (4) the death of an immediate family member; (5) participation in a religious holiday; and (6) health reasons such as an incapacitating or contagious illness or unavoidable surgery. **DO NOT** schedule non-emergency doctor’s appointments (such as an annual check-up visit or a dental visit) or any other personal commitments during our class time. Serious students plan their personal schedules around their academic schedules, not the other way around. If your absence meets any of the criteria mentioned above, I will need you to present me with some form of verification no later than two weeks after the absence if you wish to have your absence excused. Some acceptable forms of verification include the following: a note from Student Health Services; a note from a doctor or medical office; an obituary; or official documentation from the athletic department indicating your travel schedule. In the event of severe weather, please call the University Emergency Telephone Number at 252-328-0062 or visit the ECU emergency alert website (<http://www.ecu.edu/alert>) to check on whether the university has canceled classes. If the university has not canceled classes, but you commute to campus from a considerable distance and believe driving conditions may be hazardous, I will consider excusing your absence.

## **DISABILITY SERVICES**

East Carolina University seeks to comply fully with the Americans with Disabilities Act (ADA). Students requesting accommodations based on a covered disability must go to the Department for Disability Support Services located in Slay 138 to verify the disability before any accommodations can occur. The telephone number is 252-737-1016.

## ACADEMIC INTEGRITY

Academic integrity is a fundamental value of higher education shared by all at East Carolina University. Consistent with this principle, I expect all students to complete their academic work honestly. I will not tolerate any student's involvement in *cheating, plagiarism, falsifying work, submitting the same assignment for more than one course, or other acts that would be in violation of the university's academic integrity standards*. If I become aware of or suspect a potential academic integrity violation, I will meet with the student under suspicion following the procedures outlined in the university's academic integrity policy. Should I determine that an academic integrity violation has occurred, I reserve the right to assign a grade penalty up to and including an "F" for the assignment or the course. If it also comes to my attention that the student involved in such an incident has had a prior academic integrity violation, or if there are other aggravating circumstances, I will refer the case directly to the Office of Student Rights and Responsibilities. Should the Academic Integrity Board determine that the accused student committed an academic integrity violation, the penalties, as outlined in the Student Code of Conduct, may include a grade penalty and up to suspension from the university. For more information, please see: <http://www.ecu.edu/cs-acad/fsonline/customcf/currentfacultymanual/part6section2.pdf>.

## CLASSROOM RULES

The classroom is a learning environment. I expect all students to observe some basic rules of courtesy and respect, which include the following: (1) please address me as "Dr. Francia" or "Professor Francia" (upon graduation, you are welcome to address me by my first name, "Peter"); (2) arrive to class on time and do not leave before class is dismissed; (3) do not pack up your things early; it is disruptive to others around you; (4) turn off cell phones and keep them put away during class; (5) no laptop use during video screenings; (6) no eating during class; (7) no reading the newspaper or listening to music through headphones during class; (8) no sleeping during class; (9) no carrying on private conversations with others in the classroom while someone else is speaking; and (10) please be courteous to your classmates and respectful of your fellow students' views, comments, and questions. Classroom discussion is meant to allow us to hear a variety of viewpoints, and this can only happen if we respect each other and our differences. Failure to follow these rules will negatively affect your class attendance grade. Repeated or extreme offenses could result in your expulsion from the class.

## E-MAIL

E-mail is a valuable tool for me to communicate announcements and information to the entire class. Please check your ECU e-mail at least once a day (weekends excluded). E-mail is also a good way for you to contact me. Please feel free to use e-mail to set up one-on-one meetings with me if my office hours conflict with your schedule. If you have specific questions about the course material, I am happy to answer them through e-mail; however, I would encourage you to set up a one-on-one meeting with me if you are having general difficulty with your understanding of the course material. I am also happy to answer any specific questions concerning academic or career advising through e-mail, but again I would encourage you to set up a one-on-one meeting with me if you need more general academic or career advice. Please do not use e-mail to request information already listed in the syllabus, such as an exam date or the weight assigned to a specific exam.

## APPOINTMENTS

My office is located in the Brewster Building, Room A-101. My office hours are from 3:30 p.m. to 5:00 p.m. every Monday and Wednesday, and from 10:00 a.m. to 12:00 p.m. every Tuesday. If you cannot meet with me during my office hours, please see me after class or contact me by telephone or e-mail to schedule an appointment. Every Tuesday at noon, I am also happy to have lunch with anyone who wishes to join me. If you wish to schedule a Tuesday lunch, please contact me at least one day in advance.

## COURSE OUTLINE

### **Week 1. The Study and Conceptualization of Leadership**

August 22, 2016. Course overview and the study of leadership

August 24, 2016. Conceptualizing leadership

August 26, 2016. Milgram experiment / Power and leadership

- Required reading for Week 1: Northouse, "Introduction" (Chapter 1), and Blackboard reading, "Milgram experiment"

### **Week 2. Why We Have Leaders and the Trait Approach**

August 29, 2016. Why we have leaders

August 31, 2016. Overview of the trait approach to studying leadership

September 2, 2016. Case study: Robert Kennedy and the 1968 Democratic convention

- Required reading for Week 2: Northouse, "Trait Approach" (Chapter 2) and Blackboard readings, "Why We Have Leaders" and "Robert Kennedy and the 1968 Democratic convention"

### **Week 3. Strengths-Based Leadership and Positive Psychology**

September 5, 2016. **NO CLASS (State holiday)**

September 7, 2016. Strength-based leadership and positive psychology

September 9, 2016. Case study: Jim Valvano

- Required reading for Week 3: Blackboard readings, "Engaging People's Strengths" and "Jim Valvano"

### **Week 4. Skills Approach**

September 12, 2016. Screening: *Survive and Advance*

September 14, 2016. Overview of the skills approach to studying leadership

September 16, 2016. Assessing and applying the skills approach of leadership

- Required reading for Week 4: Northouse, "Skills Approach" (Chapter 3)

### **Week 5. Leadership Styles**

September 19, 2016. **EXAM 1** (covers all material from weeks 1-4)

September 21, 2016. Overview of the style (behavioral) approach to leadership

September 23, 2016. Assessing and applying the style (behavioral) approach of leadership

- Required reading for Week 5: Northouse, "Behavioral Approach" (Chapter 4)

### **Week 6. Situational Leadership**

September 26, 2016. Overview of the situational approach to leadership

September 28, 2016. Assessing and applying the situational approach of leadership

September 30, 2016. Case study: Herb Brooks and the 1980 U.S. hockey team

- Required reading for Week 6: Northouse, “Situational Approach” (Chapter 5)

### **Week 7. Contingency and Path-Goal Theory**

October 3, 2016. Overview of contingency theory

October 5, 2016. Overview of path-goal theory

October 7, 2016. Assessing and applying contingency and path-goal theories of leadership

- Required reading for Week 7: Northouse, “Path-Goal Theory” (Chapter 6) and Blackboard reading, “Contingency Theory

### **Week 8. Adaptive Leadership**

October 10, 2016. **NO CLASS (Fall break)**

October 12, 2016. Adaptive leadership

October 14, 2016. **EXAM 2** (covers all material from weeks 1-8)

- Required reading for Week 8: Northouse, “Adaptive Leadership” (Chapter 11)

### **Week 9. Women and Leadership**

October 17, 2016. Evolution of public opinion towards women in leadership positions

October 19, 2016. Gender and leadership styles

October 21, 2016. Past, present, and future of women in leadership

- Required reading for Week 9: Northouse, “Gender and Leadership” (Chapter 15) and Blackboard reading, “Women’s Struggle for Political Rights”

### **Week 10. Transformational Leadership**

October 24, 2016. Overview of transformational leadership

October 26, 2016. Case study: Mohandas Gandhi

October 28, 2016. Applying leadership theory to Mohandas Gandhi

- Required reading for Week 10: Northouse, “Transformational Leadership” (Chapter 8) and Blackboard reading, “Gandhi”

### **Week 11. Leadership and Ethics**

October 31, 2016. Ethical approaches to leadership

November 2, 2016. Kohlberg’s moral stages of development

November 4, 2016. Business and leadership: profit and social responsibility

- Required reading for Week 11: Northouse, “Leadership Ethics” (Chapter 13) and Blackboard readings, “Increase Profits” and “Shared Struggle”

### **Week 12. Servant Leadership in Film**

November 7, 2016. Overview of servant leadership

November 9, 2016. Screening: *It's a Wonderful Life*

November 11, 2016. Screening: *It's a Wonderful Life*

- Required reading for Week 12: Northouse, "Servant Leadership" (Chapter 10) and Blackboard reading, "Step 12"

### **Week 13. Authentic Leadership**

November 14, 2016. Overview of authentic leadership

November 16, 2016. Case study: Richard Nixon and the Watergate scandal

November 18, 2016. Applying leadership theory to Richard Nixon

- Required reading for Week 13: Northouse, "Authentic Leadership" (Chapter 9) and Blackboard readings, "True North" and "Nixon and Watergate"

### **Week 14. Exam and Thanksgiving Break**

November 21, 2016. **EXAM 3** (covers all material from weeks 9-13)

November 23, 2016. **NO CLASS (State holiday)**

November 25, 2016. **NO CLASS (State holiday)**

### **Week 15. Culture and Tribal Leadership**

November 28, 2016. Overview of culture and leadership

November 30, 2016. Prejudice and the creative self

December 2, 2016. Building culture: tribal leadership

- Required reading for Week 15: Northouse, "Culture and Leadership" (Chapter 16) and Blackboard reading, "The Five Tribal Stages"

### **Week 16. Levels of Leadership**

December 5, 2016. Progressing through levels of leadership

- Required reading for Week 16: Blackboard reading, "The Five Levels of Leadership"

### **FINAL EXAM**

December 9, 2016. The final exam covers the material listed from weeks 9-16. It is scheduled from 11:00 a.m. to 1:30 p.m. in Brewster B-301.