“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

INTRODUCTION TO LEADERSHIP STUDIES
LDSP 1000
Spring 2016

Classroom: Science & Technology C-307
Instructor: Dr. Peter L. Francia

Class time: Mon., Wed., & Fri., 11 to 11:50 a.m.
Office: Brewster A-101

Office hours: Mon. & Fri., 1 to 3:30 p.m.,
Telephone: 252-328-6126
or by appointment
E-Mail: franciap@ecu.edu

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) Customized version of Leadership: Theory and Practice, 7th ed., by Peter G. Northouse (Sage, 2016) with e-chapter additions, and (2) selected readings on Blackboard.

EVALUATION

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

(1) Exam 1 on February 12 = 15% of your overall grade.

(2) Exam 2 (Midterm) on March 4 = 20% of your overall grade.

(3) Exam 3 on April 8 = 15% of your overall grade.

(4) Exam 4 (Final) on April 29 = 20% of your overall grade.

(5) Online participation is worth 15% of your overall grade (see below for more information).

(6) Class attendance is worth the remaining 15% of your overall grade (see below for more information).

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

<table>
<thead>
<tr>
<th>Course Average</th>
<th>Grade</th>
<th>Course Average</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>93 and above</td>
<td>A</td>
<td>73 to 76</td>
<td>C</td>
</tr>
<tr>
<td>90 to 92</td>
<td>A-</td>
<td>70 to 72</td>
<td>C-</td>
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<tr>
<td>87 to 89</td>
<td>B+</td>
<td>67 to 69</td>
<td>D+</td>
</tr>
<tr>
<td>83 to 86</td>
<td>B</td>
<td>63 to 66</td>
<td>D</td>
</tr>
<tr>
<td>80 to 82</td>
<td>B-</td>
<td>60 to 62</td>
<td>D-</td>
</tr>
<tr>
<td>77 to 79</td>
<td>C+</td>
<td>Below 60</td>
<td>F</td>
</tr>
</tbody>
</table>

YOUR 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 two discussion board questions and to post one question of your own relevant to the subject matter every week due by the end of Sunday. I encourage you to include supporting materials (i.e., links to articles or videos from reputable sources) to strengthen your questions and answers. There will be a total of 12 weeks with assignments throughout the semester. This means you will be asked to answer a total of 24 discussion board questions and to post 12 questions, equaling 36 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 36 assignments, you would earn an online grade of 100%. Alternatively, if you completed 30 of the 36 assignments, you would earn an 83% (30/36=.83).

INFORMATION ON PACKBACK ANSWERS

To purchase Packback Answers, check your ECU e-mail inbox for an e-mail from Packback. Next, click the “Get Packback Answers” link in that e-mail; select your purchase; and checkout. You will be e-mailed your login information to your ECU e-mail address. To start posting, go to Answers.Packbackbooks.com; select your class by typing “Francia” in the box and selecting “Francia – LDSP 1000 – Introduction to Leadership Studies” from the dropdown menu; log in with the login information you received via e-mail, and begin posting. If you experience any technical problems with Packback Answers, please contact their customer service team at holla@packbackbooks.com.
YOUR 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 one week 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 conservations 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 and participation 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 1:00 to 3:30 p.m. every Monday and Friday. 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 Friday at noon, I am also happy to have lunch with anyone who wishes to join me. If you wish to schedule a Friday lunch, please contact me at least one day in advance.

COURSE OUTLINE

Week 1. The Study and Conceptualization of Leadership
January 11, 2016. Course overview and conceptualizing leadership
January 13, 2016. Power and leadership
January 15, 2016. Why people follow leaders

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

Week 2. Why We Have Leaders
January 18, 2016. NO CLASS (State holiday)
January 20, 2016. Why we have leaders
January 22, 2016. The absence of leadership: The 1968 Democratic convention

- Required reading for Week 2: Blackboard readings, “Why We Have Leaders” and “Robert Kennedy and the 1968 Democratic convention”

Week 3. Leadership: Trait Approach versus the Skills Approach
January 25, 2016. Overview of the trait approach to studying leadership
January 27, 2016. Overview of the skills approach to studying leadership
January 29, 2016. Assessing and applying the trait and skills approaches to leadership

- Required reading for Week 3: Northouse, “Trait Approach” (Chapter 2) and “Skills Approach” (Chapter 3)

Week 4. Strengths-Based Leadership, Positive Psychology, and Vision
February 1, 2016. Overview of strength-based leadership
February 3, 2016. Positive psychology and self-efficacy
February 5, 2016. Understanding how vision affects leadership

- Required reading for Week 4: Northouse, e-book chapter addition, “Engaging People’s Strengths” and Blackboard reading, “Creating a Vision”

Week 5. Vision and Leadership
February 8, 2016. Case study: Jim Valvano
February 10, 2016. Applying leadership theory to Jim Valvano
February 12, 2016. EXAM I (covers all material from weeks 1-4)

- Required reading for Week 5: the Blackboard reading, “Jim Valvano”
Week 6. Leadership Styles and Situations  
February 15, 2016. Overview of the style (behavioral) approach to leadership  
February 17, 2016. Overview of the situational approach to leadership  
February 19, 2016. Assessing and applying the style and situational approaches  
• Required reading for Week 6: Northouse, “Behavioral Approach” (Chapter 4) and “Situational Approach” (Chapter 5)

Week 7. Contingency and Path-Goal Theory  
February 22, 2016. Overview of contingency theory  
February 24, 2016. Overview of path-goal theory  
February 26, 2016. Assessing and applying contingency and path-goal theories of leadership  
• Required reading for Week 7: Northouse, “Path-Goal Theory” (Chapter 6) and e-book chapter addition, “Contingency Theory”

Week 8. Guest Speaker and Exam  
February 29, 2016. Guest speaker  
March 2, 2016. Review for the mid-term exam  
March 4, 2016. EXAM 2 (covers all material from weeks 1-7)

Week 9. Spring Break  
March 6-13, 2016. NO CLASS

Week 10. Transformational Leadership  
March 14, 2016. Overview of transformational leadership  
March 16, 2016. Case study: Mohandas Gandhi  
March 18, 2016. Applying leadership theory to Mohandas Gandhi  
• Required reading for Week 10: Northouse, “Transformational Leadership” (Chapter 8) and Blackboard reading, “Gandhi”

Week 11. Charismatic Leadership  
March 21, 2016. Overview of charismatic leadership  
March 23, 2016. Case study: Dr. Martin Luther King, Jr.  
March 25, 2016. NO CLASS (State holiday)  
• Required reading for Week 11: Blackboard readings, “Charismatic Leadership” and “The Leadership of Dr. King”

Week 12. Servant Leadership in Film  
March 28, 2016. Overview of servant leadership  
March 30, 2016. Screening: It’s a Wonderful Life  
April 1, 2016. Screening: It’s a Wonderful Life  
• Required reading for Week 12: Northouse, “Servant Leadership” (Chapter 10) and Blackboard reading, “Step 12”
Week 13. Leadership and Ethics
April 4, 2016. Ethical approaches to leadership
April 6, 2016. Business and leadership: profit and social responsibility
April 8, 2016. EXAM 3 (covers all material from weeks 1-12)

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

Week 14. Authentic Leadership
April 11, 2016. Overview of authentic leadership
April 13, 2016. Case study: Richard Nixon and the Watergate scandal
April 15, 2016. Applying leadership theory to Richard Nixon

- Required reading for Week 14: Northouse, “Authentic Leadership” (Chapter 9) and Blackboard readings, “True North” and “Nixon and Watergate”

Week 15. Women and Leadership
April 18, 2016. Gender and leadership styles
April 20, 2016. First-wave and second-wave feminist movements
April 22, 2016. Past, present, and future of women in leadership

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

Week 16. Culture and Leadership
April 25, 2016. Effects of cultural bias, ethnocentrism, prejudice on leadership
April 26, 2016 (state holiday makeup day). Course assessments and review for final exam

- Required reading for Week 16: Northouse, “Culture and Leadership” (Chapter 16)

FINAL EXAM
April 29, 2016. The final exam is cumulative, covering all of the material listed above. It is scheduled from 11:00 a.m. to 1:30 p.m. in the Science & Technology Building, C-307.