# DePaul | School of Continuing and Professional Studies

## Effective Leadership in Changing Professional Environment
## Undergraduate Course Information Guide

**Course Number: DCM 301, 2 or 4 credits, 10 Weeks**
**Delivery Formats: Online Async**

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## Course Description

In this leadership course, students will use readings, behavior/trait surveys, and case studies to understand leadership theories and models. Participants will learn to create, establish, and reinforce cultural rules of engagement designed to increase communication effectiveness and get the most out of the current human dynamic in their respective environments. Understanding these various leadership models allows students to reflect on their own style in today's culturally changing environments.

## Learning Outcomes

After completing this course, you will be able to:

• Can identify and articulate two or more theories or models explaining at least four basic leader behavior styles.

• Can describe and assess anticipated change in the environment and plan change to address the problem associated with leadership and leadership skills.

and foster critical thinking skills and analysis of various real-world leadership situations

• Can apply principles of cultural rules of engagement and communication in order to identify, analyze, plan, and implement personal and professional goals in changing environments.

## Learning Strategies and Resources

• Analysis and Assessment: Students will use critical thinking skills to analyze arguments presented in scholarly articles. They will assess leadership skills to determine gaps in personal leadership and determine skills to be developed. Students will also discover perception of their leadership through interaction with colleagues.

• Reflection of Learning: Students will reflect on their learning, their values and beliefs to uncover who he/she is as a leader, identify how theories, concepts, and practices impact their leadership, and determine what skills are necessary to become an effective leadership.

• Leadership Development: Students will identify competencies and determine strengths and weaknesses to becoming an effective leader.  They will develop a personal leadership plan with actions steps, a support system, and a timeframe for learning new skills.

## Required Readings

Books and learning materials are available at the DePaul bookstore, at http://depaul-loop.bncollege.com, or through alternative sources.

Northouse, P. G. (2019). Leadership: Theory and Practice. (8th ed.). Thousand Oaks, CA: Sage Publications  ISBN 9781506362311

Additional readings may be available on Electronic Reserve, at the DePaul Library. Login to Ares Course Reserves and select the course. Log in using your Campus Connect User ID and password. You will then get a page listing the courses in which you're enrolled that have readings posted in Ares. Click on the title of this course and the list of our electronic reserve readings will be displayed.

## Learning Deliverables

• Presentations: A power point informational overview will be provided in each module.

• Readings: Students are expected to complete each reading assignment and incorporate theory, concept, and practices introduced in the module to complete all exercises as assigned.

• Discussion: Students will discuss specific questions related to the readings and critically address problems presented in case studies. They will contribute to the collaborative learning process.

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## Assessment of Student Learning

### Distribution of Grade Points

| Graded Assignments | Percentage of Final Grade |
|---|---|
| 10 Discussion Topics | 20% |
| 10 Case Studies | 20% |
| 4 Article/Video Critique | 10% |
| 4 Skill Assessments | 10% |
| 10 Reflection of Learning | 10% |
| Personal Leadership Plan I | 15% |
| Personal Leadership Plan II | 15% |

### Grading Scale

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|---|---|---|
| A = 95 to 100 | A- = 91 to 94 | B+ = 88 to 90 |
| B = 85 to 87 | B- = 81 to 84 | C+ = 77 to 80 |
| C = 73 to 76 | C- = 69 to 72 | D+ = 65 to 68 |
| D = 61 to 64 | F = 60 or below | INC |

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### Course Schedule

| Week or Module Title or Theme | Readings / Learning Activities | Graded Assignments |
|---|---|---|
| Week 1, Module 1: | Northouse, Chapter 1,2,3 | Discussion –Introduction |

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| Defining Leadership | Drew, G. M. (2010) Enabling or "real" power and influence in leadership.<br><br>Zaccaro, S. J. (2007) Trait-based perspective of leadership.<br><br>Seven traits of highly effective leaders (2013). | Discussion One- Leadership and Management and Case Study One<br><br>Analysis of Skills Assessment<br><br>Reflection of Learning One- Personal Perspective of Leadership |
|---|---|---|
| Week 2, Module 2: Behavioral Approach to Leadership | Northouse, Chapter 4, 5.<br><br>Lang, D. (2016) Choosing an appropriate leadership style.<br><br>Schwantes, M. (2016) 5 Leadership Behaviors You Want in a High-Potential Employee<br><br>Walter, E. (2015) 12 Leadership Behaviors That Build Team<br><br>Watch videos:<br><br>What do all great leaders have in common | Matt Beeton (12:12)<br><br>Stanley McChrystal: Listen, learn ... then lead (15:38) | Discussion Two-Impact and Influence of Leadership Style and Case Study Two<br><br>Analysis of Skills Assessment<br><br>Reflection of Learning Two –Your Development Level and Support |
| Week 3, Module 3: Follower-Centered Leadership | Northouse, Chapters 11 and 12.<br><br>Blanchard, K. (2016) Why New Year's resolutions don't work.<br><br>Peters, T. (2012) Adaptive organizations.<br><br>Watch videos:<br><br>Blanchard, K. (2011) It's always the leader (3:21).<br><br>Linsky, M. (2011) Adaptive Leadership-Leading Change TEDxStCharles (21:00) | Discussion Three – Follower Role and Case Study Three<br><br><br>Video Critique-Adaptive Leadership<br><br>Reflection of Learning Three-Leadership and Followership Insight |

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| | Bentley, J. (2017) The Art of Following TedxGlasgow (11:34). | |
| Week 4, Module 4: Motivation and Leadership | Northouse, Chapters 6 and 7.<br><br>Dixon, M. L., Hart, L. & Kozloski, L. (2010) The impact of path-goal leadership on work group effectiveness and turnover intention.<br><br>Kattan, M., & Fox, T. (2014) A Study of personality and leadership styles among members of a rock band.<br><br>Applying Leader-Member Exchange Theory (2015)<br><br>The Leader-Member Exchange Theory Getting the Best From all Team Members<br><br>Watch Videos:<br><br>How to inspire leaders to grow (2014) (14:44)<br><br>Get Your Employees Engaged (2012) (5:36) | Discussion Four-Three Most Important Factors in Leadership Development and Case Study Four<br><br>Article Critique<br><br>Reflection of Learning-Relational Leadership |
| Week 5, Module 5: Leadership and Change | Northouse, Chapters 8.<br><br>Alatawi, M. A. (2017) The myth of the addictive effect of the transformational leadership model.<br><br>Syaifuddin, S., S., A. (2016) The influence of work stress and transformational leadership on work motivation and implications of employee's performance (case study).<br><br>Ruggio, R. (2009) Are You a Transformational Leader?<br><br>Inam, H. (2016) Five Practices Of Transformational Leaders | Discussion Five-The Value of Transformational and Transactional Leadership and Case Study Five<br><br>Personal Leadership Development Plan Part I<br><br>Reflection of Learning-Leadership at its Best |

| | Transformational Leadership: Becoming an Inspirational Leader

Watch Videos:

Lessons on Leadership: From Mandela to Obama (2010)  (16:42)

Cultivating Leadership: How to Become the Best Leader You Can Be (2015)   (32:34) | |
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| Week 6, Module 6: Leadership and Values | Northouse, Chapters 9 and 10.

Bawany, S. (2015) Discovering your Authentic Leadership.

Eastman, P. II (2014) The bottom line of Authentic Leadership.

Mertel, T. & Brill, C. (2015) What every leader ought to know about becoming a servant leader.

George, B. (2016) The truth about authentic leadership

View Websites:

Robert E. Greenleaf The Center For Servant Leadership

Servant Leadership Institute

Watch Videos:

Fett, A. (2017) Servant Leadership: How a jar can change the way you lead and serve. (17:35)

George, B. (2009) Good Leaders are Authentic Leaders (4:56)

Simmick, D. (2016) Great Leaders Need Authenticity (21:01) | Discussion Six-The Greater Good and Case Study Six

Analysis of Skills Assessment

Reflections of Learning Six-Your Greatest Crucible |

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| Week 7, Module 7: Team Leadership | Northouse, Chapters 14.<br><br>Wilson, A.A. (2014) Utilizing the team leadership model proves successful for virtual team.<br><br>Clemmer, J. (2017) 7 Leadership team failure factors: what example is your team providing?<br><br>Hoegl, M. & Muethel, M. (2016) Enabling shared leadership in virtual project teams: a practitioners' guide.<br><br>Watch Videos:<br><br>Wooden, J. (2009) The difference between winning and succeeding (17:36)<br><br>Stratton, S. (2012) The Power of Team (13:45) | Discussion Seven-Shared Leadership and Case Study Seven<br><br>Case Study Seven<br><br>Video Critique<br><br>Reflection of Learning Seven-Your Leadership Mental Model |
| Week 8, Module 8: Leadership and Gender, Diversity, and Inclusion | Northouse, Chapters 15.<br><br>Sherwin, B (2014) Why Women Are More Effective Leaders Than Men<br><br>Tavakoli, M. (May, 2015) Diversity & inclusion drive success for today's leaders.<br><br>McFadden, C. & Crowley-Henry, M. (Mar,2018) "My people": the potential of LGBT employee networks in reducing stigmatization and providing voice.<br><br>Alidina, R-K. (June, 2019) Diversity is a reality, inclusion is a choice: for long-term success, embed inclusion in every aspect of your decision-making.<br><br>Watch Videos: | Discussion Eight-Diversity and Inclusion and Case Study Eight<br><br>Bias Assessment<br><br>Reflection of Learning Eight-Un-silencing the Voice |

| | Medina, P. (2019) Let's stop talking about diversity and start working toward equity. TedXPortland (15:33)<br><br>Bennet-Alexander, D. (2015) Practical diversity: taking inclusion from theory to practice, (16:52).<br><br>Haller-Jordan, E.T. (2012) How to avoid gender stereotypes at TEDxZurich (10:01) | |
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| Week 9, Module 9: Leadership and Ethics | Northouse, Chapter 13.<br><br>Giles, S. (2016) The most important leadership competencies, according to leaders around the world.<br><br>Keltner, D. (2016) Don't let power corrupt you.<br><br>Craft, J.L. (2013) Living in the gray: lessons on ethics from prison.<br><br>Ethical Leadership: Doing the Right Thing.<br><br>Leadership.<br><br>Watch Videos:<br><br>Gallagher, C. (2013) Business Ethics Keynote Speaker shares Straight Talk about Ethics! (14:21)<br><br>Apple CEO Tim Cook on Ethical Leadership (2013) (2:48)<br><br>Ariely, D. RSA ANIMATE: The Truth About Dishonesty (2012) (11:08) | Discussion Nine-Moral Decisions and Case Study Nine<br><br>Case Study Nine<br><br>Reflection of Learning Nine-Ethical Leadership Style |
| Week 10, Module 10: Nonprofit Leadership | Mont, S. (2017) The future of nonprofit leadership: Worker self-directed organizations<br><br>Bridgespan.org (n.d.) How to develop yourself as a nonprofit leader | Discussion Ten-Many Hats of a Nonprofit Leader and Case Study Ten<br><br>Reflection of Learning Ten- Leadership and You |

| | Idealist.org (2015) Five practice of successful nonprofit leaders | Personal Leadership Development Plan Part II |
|---|---|---|
| | Barlow, J. (2017) What does the Executive Director of a nonprofit organization do? | |
| | Eisenstein, L. (2019) Nonprofit Executive Director Transition Plan | |
| | Watch Videos: | |
| | Einenstein, A. (2018) Nonprofit Leadership Styles: interview with Marc Pitman (14:29) | |
| | Grunder,C. (2014) Modern nonprofit board governance -- passion is not enough! (13:40) | |

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## Course Policies

For access to all SCPS and DePaul University academic policies, refer to the following links:

SCPS Student Resources Website

DePaul Student Handbook

The D2L Course Website for this course.

## Course Syllabus

The official syllabus for this course that includes course dates, instructor information and quarter specific details will be provided by the course instructor by the start of the course and available on the course D2L website.

## Course Registration

To find out when this course will be offered next, you can go to the SCPS Registration website for details on how to register for the course.

For information on how this course can apply to your program, contact your academic advisor.

**School of Continuing and Professional Studies**

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