

Saint Mary's University of Minnesota
Schools of Graduate and Professional Programs
Twin Cities Campus

Fall 2021
EDD 802, Leadership Theory
3 credits

Course Dates/Hours:

October 28, 2021 – December 16, 2021

Thursdays, 5pm - 10pm

The course will meet in person. During class, Leader in Practice guests will likely via Zoom. No face-to-face meeting on 11/25 (Thanksgiving). Thanksgiving week will have a required online component.

- **October 28, 2021**
- **November 4, 2021**
Guest – Miki Huntington
- **November 11, 2021**
Guest – Janelle Strop
- **November 18, 2021**
- **November 25, 2021**
(Thanksgiving - online only)
- **December 2, 2021**
Guest – Michael Jozwik
- **December 9, 2021**
- **December 16, 2021**

Prerequisite or Concurrent Courses:

EDD 809

Faculty Contact Information:

Dr. Catherine Ford

Email: clford@smumn.edu

I am available by request and will respond to emails in a timely manner. However, it may be up to 48 hours before a response is possible.

Course Description:

This course focuses on applied theories of leadership behavior. It surveys concepts of leadership effectiveness: e.g. leaders as change agents and leaders as servants. The roles of leadership in organizational communication, control, empowerment, and conflict resolution is analyzed. Current academic leadership literature is critiqued.

Student Learning Objectives:

Upon completion of this course, students are expected to be able to do the following:

1. Analyze and evaluate leadership theories.

2. Analyze and evaluate the development of organizational vision and implementation of change strategies.
3. Analyze the role of ethics in leadership theories.
4. Analyze the impact of diversity and culture on leadership theories.
5. Analyze and evaluate relevant academic studies of leadership.

Required Textbook

1. Northouse, P. G. (2018). *Leadership theory and practice* (8th ed.). Thousand Oaks, CA: Sage.
ISBN: 978-1-5063-6231-1
2. American Psychological Association. (2019). *Publication manual of the American psychological association* (7th ed). Washington, DC: American Psychological Association.
ISBN 10: 1-4338-3217-8
3. Chin, J.L., Trimble, J. E., & Garcia, J. E. (2018). *Global and culturally diverse leaders and leadership: New dimensions and challenges for business, education and society* (1st ed). Emerald Publishing Limited.

http://ezproxy.smumn.edu.xxproxy.smumn.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=1542618&site=eds-live&ebv=EB&ppid=pp_Cover
4. Cunningham, C. M., Crandall, H. M., & Dare, A. M. (Eds.). (2017). *Gender, communication, and the leadership gap*. IAP.

http://ezproxy.smumn.edu.xxproxy.smumn.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=1614752&site=eds-live&ebv=EB&ppid=pp_Cover
5. Eagly, A. H., & Chin, J. L. (2010). Diversity and leadership in a changing world. *American Psychologist*, 65(3), 216–224.
6. Levine, M. P., & Boaks, J. (2014). What does ethics have to do with leadership? *Journal of Business Ethics*, 124(2), 225–242.
<https://doi-org.xxproxy.smumn.edu/10.1007/s10551-013-1807-y>
7. Curtis, G. J. (2018). Connecting influence tactics with full-range leadership styles. *Leadership & Organization Development Journal*, 39(1), 2–13.
<https://doi-org.xxproxy.smumn.edu/10.1108/LODJ-09-2016-0221>
8. Chua, J., & Ayoko, O. B. (2021). Employees' self-determined motivation, transformational leadership and work engagement. *Journal of Management & Organization*, 27(3), 523-543.

Canvas Access

Canvas may be accessed here at smumn.edu. The EDD 802 Canvas course page contains the course syllabus and other useful information. You will also find links to the Library, Writing Center, university policies, and course evaluation at this location.

Technical Support

For technical support, contact our HelpDesk at the following:

tchelpdesk@smumn.edu

[HelpDesk Website](#)

612-728-5100: x7800, local Twin Cities

866-437-2788; Choose HelpDesk menu option

General Due Date Guidelines

- All assignments are submitted in Canvas. Contact me with questions if you are not sure how to do this or experience difficulty. Please do not email assignments unless requested.
- Discussion leader presentation Critical Reading forms are due Wednesday, 5 pm of the assigned week. This is no later than the day prior to your assigned class session.
- Due dates for most other assignments are usually Thursdays at 5 pm.

Topical/Activity Course Outline

Week/Dates	Date/Time	Topic/Activities	Assignments
Week 1 Oct. 25 – Oct 31	Thursday, Oct. 28 5-10pm	<ul style="list-style-type: none"> ● Review of syllabus and course schedule ● Introductions ● The concept of leadership, defining leadership, identifying role models ● Management vs. Leadership ● Case studies <p>What is the nature of leadership?</p>	1. Go to https://www.mindtools.com/pages/article/leadership-style-quiz.htm and http://www.humanmetrics.com/personality to complete the online assessments. Record your results for reference later in the course. [For direct reference later in the course] 2. Read Northouse – preface, introduction, and Chapter 1 3. Read Chin, J.L., Trimble, J. E., & Garcia, J. E. - Introduction & Chapter 4 4. Select and submit leadership book by Nov 1. Begin reading.
Week 2 Nov. 1 – Nov. 7	Thursday, Nov. 4 5-10pm Guest: Miki Huntington	<ul style="list-style-type: none"> ● Gender & Leadership ● Culture and Leadership <ul style="list-style-type: none"> ○ Dimensions of Culture ○ World Cultures <p>Diversity and Leadership</p>	1. Read Northouse – Chapter 15 & 16 2. Read Eagly, A. H., & Chin, J. L. 3. Read Cunningham, C. M., Crandall, H. M., & Dare, A. M. (Eds.). - Introduction, Part III Introduction and Chapter 10 --- Journal Article Analysis #1 due Thursday, Nov. 4 by 5 pm

<p>Week 3 Nov. 8 – Nov. 14</p>	<p>Thursday, Nov. 11 (Veterans Day) 5-10pm Guest: Janelle Strop</p>	<ul style="list-style-type: none"> ● Leadership Ethics & Theories <ul style="list-style-type: none"> ○ Ethics defined ○ Principles of ethical leadership ● Trait Approach <ul style="list-style-type: none"> ○ Analyze how does this approach work, ○ Determine strengths & weaknesses of approach 	<p>1. Read Northouse – Chapters 13 & 2 2. Read Levine, M. P., & Boaks, J. 3. Read Chin, J.L., Trimble, J. E., & Garcia, J. E. - Chapter 1 ---- [If applicable - Leader in Practice: Ms. Huntington due Thurs, Nov. 11 by 5 pm]</p>
<p>Week 4 Nov. 15 – Nov. 21</p>	<p>Thursday, Nov. 18 5-10pm</p>	<ul style="list-style-type: none"> ● Skills Approach (1) <ul style="list-style-type: none"> ○ Identify components of 3-skilled & Skilled Model concept, ○ Analyze how do these models work via case studies ● Behavioral Approach (2) <ul style="list-style-type: none"> ○ Trace the major iterations of this concept, Contrast autocratic, democratic, laissez-faire styles ● Situational Approach <ul style="list-style-type: none"> ○ Apply the Blanchard Model 	<p>1. Discussion Leaders 1 & 2 (as assigned) 2. Read Northouse – Chapters 2-5 ---- Journal Article Analysis #2 due Thursday, Nov. 18 by 5 pm [If applicable - Leader in Practice: Ms. Strop due Thurs, Nov. 19 by 5 pm]</p>
<p>Week 5 Nov. 22 – Nov. 28</p>	<p>Thanksgiving No Zoom meeting</p>	<ul style="list-style-type: none"> ● Contingency Theory <ul style="list-style-type: none"> ○ Fiedler’s Contingency Model ○ Vroom-Jago Contingency Model ○ Substitutes for Leadership Concept ● Path-Goal Theory (DL A) <ul style="list-style-type: none"> ○ Conceptualizations of Leadership Behaviors ● Leadership-Member Exchange Theory (DL B) <ul style="list-style-type: none"> ○ Dyadic Approaches ○ Leadership Making 	<p>1. Read Northouse – Chapters 6 & 7 2. Discussion Leaders A & B if needed for date conflict ---- Online Discussion in Canvas</p> <ul style="list-style-type: none"> ● 1st post due Wednesday, Nov 24 by 5 pm ● 2nd post due Sunday, Nov. 28 by 10 pm
<p>Week 6 Nov. 29 – Dec. 5</p>	<p>Thursday, Dec. 2 5-10pm Guest: Michael Jozwik</p>	<ul style="list-style-type: none"> ● Transformation / Charismatic Leadership (3) ● Authentic Leadership (4) ● Motivation ● Power & Influence 	<p>1. Discussion Leaders 3 & 4 (as assigned) 1. Read Northouse – Chapters 8 & 9 2. Read Curtis, G. J 3. Read Chin, J.L., Trimble, J. E., & Garcia, J. E. - Chapter 3 4. Read Chua, J., & Ayoko, O. B. ---- Journal Article Analysis #3 due Thursday, Dec. 2 by 5 pm</p>

Week 7 Dec. 6 – Dec. 12	Thursday, Dec. 9 5-10pm	<ul style="list-style-type: none"> ● Team Leadership (5) <ul style="list-style-type: none"> ○ Theories, Skills, Characteristics, & Conflict ● Followership (6) <ul style="list-style-type: none"> ○ Roles of Followers ○ Personal/Positional Power Sources ○ Managing Up ○ Followership Community ○ Follower-Leader Exchange ● Servant Leadership (7) <ul style="list-style-type: none"> ○ Courage & Moral Leadership 	1. Chapter Discussion Leaders 5, 6, & 7 (as assigned) 2. Read Northouse chapter 10, 12, & 14 ---- [If applicable - Leader in Practice: Mr. Jozwik due Thurs, Dec. 10 by 5 pm]
Week 8 Dec. 13 – Dec. 19	Thursday, Dec. 16 5-10pm	<ul style="list-style-type: none"> ● Strategic Leadership & Vision ● Leadership Communication ● Leading for Change 	1. Read articles TBD 2. Read Chin, J.L., Trimble, J. E., & Garcia, J. E. - Chapter 9 ---- Oral Book Presentations due Thursday, Dec. 16 by 5 pm

Course Time Standards

Courses in the doctoral degree programs require a minimum of either 13 contact or instructional hours per credit. In addition, it is suggested that students invest three hours per contact hour in outside study.

Synopsis of Assignments

All assignments should be typed and double spaced following the prescribed APA style conventions and EdD specific formatting expectations including title pages. Late work will receive partial credit only.

1. Oral Presentation on Leadership Book

Read a book written by a major contributor to the field of leadership (from bibliography/instructor approval required). Prepare a 10-15 minute oral presentation supplemented with appropriate technology reviewing, analyzing, and evaluating the ideas presented in the book. Include critique from respected reviewers. Place the text in the context of this course and relevant literature and focus on this intersection. What voices or perspectives are missing? Presentations are due no later than Thursday, 5pm of week 8. Guidelines for classroom presentations will be provided to help you organize your work. (At least 1 Student Learning Objective 1-5). (100 points)

2. Chapter(s) Presentation & Discussion Leader

You will present a chapter(s) and serve as the discussion leader to interpret and teach part of the required readings for one class session. Use a PowerPoint or other presentation format (8-14 minutes) to share about your assigned chapter(s). You will also prepare 2-3 questions that prompt discussion for classmates during class. Download and complete a copy of the Critical Reading Form (from the course Canvas site) for use with your chapter or

chapters to help structure the presentation and generate discussion questions. You'll turn in the Critical Reading Form as well as submit the presentation and discussion questions no later than Wednesday, 5 pm of the assigned week. Your presentation and/or discussion questions should be supplemented with supporting content from your prior individual readings and experience, library resources, and other appropriate sites. (Student Learning Objective 1, 5). (75 points)

3. *Executive Summary of Journal Articles on Leadership*

You will read three leadership journal articles and appraise their content in an executive summary. Your article choices must directly connect to the topics listed in the Student Learning Objectives. Readings may be selected from citations in required texts or books you have selected for your own reports. Please strive to choose articles that are practical to your current or desired employment field or area of interest. Make an effort to sample a variety of the *scholarly journals* in the field (no popular press or magazines). You will create an original two-page executive summary for each. (Student Learning Objective 1-5). (75 points, 25 points each)

4. *Discussion*

There will be an online discussion board (week 5 only) that will require you to reflect on, apply and analyze the information presented in the readings, respond to questions posted and draw upon your professional experience. You have a choice in the format of your engagement with the discussion. You may provide an initial post in written, video, or audio format. Your initial discussion board post should be 150-200 words in length (if written) or 45-60 seconds (spoken), and should cite at least one resource as support (verbally identified & cited if not in writing – not included in minimum time) per forum. This resource may be your textbook, required readings for the course, or outside research. Use APA citation format to properly credit your supporting material. You will be required to make comments on ideas posted by at least two (2) other students per forum. These responses may also be written, audio, or video. You are encouraged to post early. (Student Learning Objective 1, 2, 5). (10 points)

5. *Analysis of Presentations by Leaders in Practice*

Students will prepare and submit one (1) two-page analysis and reflection on the remarks by a leader in practice who presents to the class. Your reflection should include consideration of how the speakers' experiences connect to the course texts. This is not a summary of the presentation rather 1) a reflection on what was shared and 2) connection of the presenter's leadership styles to the course texts and leadership theories. This assignment is due before the next class session (Thursday at 5 pm). Three speakers are scheduled to present to the

class; you only need to provide an analysis for one speaker. (15 points). (Student Learning Objective 1-5).

Use APA Style conventions including title pages for all written assignments.

Student Expectations

Doctoral students are expected to display high-level thinking and content integration skills as they complete class assignments. Written work should be free of writing errors. Original work created for this course that is supplemented with proper citations is expected on all assignments.

Assignment grades will be reduced if multiple writing errors are present. Written work should be at a graduate level and should be thoroughly proofread. Feel free to use the services of the Writing Center. Student works that abuses paraphrasing of claims credit for the ideas of others will receive no credit. Please consult your APA manual for expected standards. Any late assignments will be subject to reduction to maximum possible point.

Assessment of Student Performance/Grading Policies

Your final grade for this course will comprised of the following cumulative points possible out of 275 per St. Mary’s University guidelines:

Assignment	Point Value	Due Dates
1. Oral Presentation (book)	100 points	Week 8
2. Discussion Leader	75 points	TBD (weeks 3, 4, 5, 6, 7)
3. Article Analysis 3 x 25 pts	75 points	Weeks 2, 4, 6
4. Discussion Board	10 points	Each week
5. Leaders in Practice Analysis	15 points	TBD
Total		275 points

Grading Scale:

A	90-100%	248-275 pts
B	80-89%	220-247 pts
C	70-79%	193-219 pts
NC	below 70%	<192 pts

The “I” grade is reserved for emergencies only and will be assigned only at the request of the student and the prior approval of the instructor.

Late Work: All assignments are due on the designated due date. In the case of an unavoidable absence, students are expected to notify the instructor of a pending assignment or absence prior to the due date or class meeting. Any late assignments may be subject to a 40% reduction in maximum points allowed.

Access Services for Students with Disabilities

Saint Mary's University is committed to ensuring that students with documented disabilities have access to equal educational programs and activities at the university. If you have, or believe you may have, a

disability that may interfere with your ability to participate in the activities, coursework, or assessments of this course, you may be entitled to accommodations. Please contact Laura Lanning, Access Services Specialist, as early in the semester as possible to arrange a confidential discussion about your need for accommodations. Email: llanning@smumn.edu

Student Ratings of Teaching and Learning

Students are expected to provide feedback about teaching and learning in the course. At the end of the course and after the faculty member has submitted grades, check the Student Portal to complete the student rating of teaching and learning and view your grade. Please be assured the system records responses anonymously.

University Conduct and Academic Policies

See the course site for a direct link to all University policies.

Writing Center and Library Services

See the course site for direct links to these departments.