Course Description

Leadership presents the importance of leadership in conjunction with various leadership traits, styles, and qualities. Enhances the importance of having a vision, the motivation to lead, social motives in the workplace, levels of morality and values, and the significance of empowerment for effective leadership. Topics include situational leadership, organizational climate, moral dilemmas, personal integrity, servant leadership, participative management, human relations, high-performance teams, diversity, cultural and interpersonal differences, workplace stress, performance management, and organizational change.

Course Textbook

No physical textbook is required; resources are integrated within the course.

Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Analyze the significance of the concept of leadership and the different leadership styles.
2. Distinguish between the importance of vision, the motive to lead, and organizational climate.
3. Explore various aspects of effective leadership, to include influence, follower motivation, and effective followership.
4. Illustrate the role of ethics and values in guiding organizational behavior.
5. Articulate globalization and the resulting cultural implications of leadership, including unique considerations for leading multicultural teams.
6. Analyze the role of leadership in decision-making processes that serve to establish an organizational climate oriented to meet business goals.
7. Analyze methods used to effectively manage groups and teams.
8. Evaluate different aspects of organizational change.

Academic Integrity

Honesty and integrity are taken very seriously at Waldorf University. All students should be familiar with the Waldorf University Academic Integrity Policy (found in the current Student Handbook) and the consequences that will result from breaches of this policy.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Study Guide**: Each unit contains a Study Guide that provides students with the learning outcomes, unit lesson, required reading assignments, and supplemental resources.
2. **Learning Outcomes**: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
3. **Unit Lesson**: Each unit contains a Unit Lesson, which discusses lesson material.
4. **Reading Assignments**: Each unit contains Reading Assignments from outside resources.
5. **Suggested Reading**: Suggested Readings are listed in the Unit III, IV, and VI-VIII study guides. Students are encouraged to read the resources listed if the opportunity arises, but they will not be tested on their knowledge of the Suggested Readings.

6. **Learning Activities (Non-Graded)**: These non-graded Learning Activities are provided to aid students in their course of study.

7. **Discussion Boards**: Discussion Boards are part of all Waldorf courses. Information and specifications regarding these assignments are provided in the Course Policies listed in the Course Menu bar.

8. **Unit Assignments**: Students are required to submit for grading Unit Assignments in Units I-VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.

9. **Ask the Professor**: This communication forum provides you with an opportunity to ask your professor general or course content related questions.

10. **Student Break Room**: This communication forum allows for casual conversation with your classmates.

**LibGuides**

Click [here](#) for the LibGuide for this course.

Library Guides are supplemental online resources containing tutorials, information, and links to various reading assignments and materials in the course. If you have any problems or require additional assistance, please contact the Online Library at library@waldorf.edu.

**Unit Assignments**

**Unit I Essay**

Choose a leader from history whom you admire. Similarly to the Barnes, Humphreys, Oyler, Pane Haden, and Novicevic (2013) article that profiles Jerry Garcia, which is posted in the Unit I Study Guide, discuss which leadership style discussed in this unit was employed by your admired leader. Begin with a summary of the approaches and theories discussed in this unit.

Be sure to include the following in your essay:

- Summarize Bass’ leadership approaches.
- Summarize the follower-focused leadership theories: servant leadership, authentic leadership, and leader-member exchange (LMX).
- Discuss the concept of leadership and the importance of leadership, and explain why you selected the style you chose for your leader.
- Discuss the appropriateness or inappropriateness of the style exhibited by the leader you selected.

Be sure to follow the guidelines below:

- Writing should include proper grammar, sentence structure, and writing mechanics.
- Organization should be logical.
- Your paper should be at least two pages in length.
- You are required to use three outside sources to support your essay.
- All sources used must be referenced; paraphrased and quoted material must have accompanying citations in APA format.

Information about accessing the Grading Rubric for this assignment is provided below.

**Unit II Case Study**

Read the following article from the required reading assignment:

After reading the article, analyze the following scenarios, and choose one to discuss in your case study paper:

Scenario 1: You are an office manager who has recently moved into a new department. It comes to your attention that there is a member of senior management who has been falsifying expense reports for himself and approving falsified reports for his subordinates, resulting in over-payments to employees.

- Based on your preferred leadership style, what would be the best way to handle this situation?
- What are some effective practices that you would use for leading people and business processes in this situation?
- In this situation, what is your role in the decision-making processes that serve to establish an organizational climate oriented to meet business goals?

Scenario 2: You are a newly hired department director, brought on board to help turn around a struggling department. The members of this department are highly educated and are taking steps to improve the professional development of department members. Despite these efforts, they feel they are underappreciated and lack a voice in the direction that the department is moving. You have leadership experience in a variety of industries, but you have never worked in this specific field.

- Based on your preferred leadership style, how would you proceed in attempting to align the goals of the organization with the goals of the department? (The goals are actually the same for the organization and the department, but the two groups have different concepts on how to achieve them.)
- What are some effective practices that you would use for leading people and business processes in this situation?
- In this situation, what is your role in the decision-making processes that serve to establish an organizational climate oriented to meet business goals?

Scenario 3: As a manager, you have two employees who have a difficult time working together. While nothing specifically unprofessional has been done by either one of them, other team members have expressed concern that the differences between them are causing tension and some other team members are having difficulty performing their work. Some have even gone so far as to say that the situation is causing a hostile work environment.

- Based on your preferred leadership style, how would you handle this situation?
- What are some effective practices that you would use for leading people and business processes in this situation?
- In this situation, what is your role in the decision-making processes that serve to establish an organizational climate oriented to meet business goals?

In your case study, be sure to address the following:

- Begin the discussion by identifying which of the scenarios you chose.
- Include a brief statement as to which of the leadership styles presented in the above article you are most comfortable discussing in front of a group of people.
- Explain your top three, in order from most like you to least like you, and explain why you chose them.
- Then, answer the questions provided with your chosen scenario.
- Use the information provided in this unit to determine which leadership styles you prefer to use when you are in a leadership position (visionary, coaching, affiliative, democratic, pacesetting, and commanding).
- Then, considering the above points, how would you proceed with handling the chosen scenario?

Be sure to follow the guidelines below:

- Be sure to include peer-reviewed sources to support positions/conclusions. You are required to use at least two outside sources beyond the required reading for this unit.
- Be sure that your analysis is highly relevant and informative and remains on topic.
- Accuracy should be strong with close attention to detail in all parts of the assignment.
- Writing should be clear and concise with solid sentence structure and should be free of grammar, punctuation, and spelling errors.
- Your paper should be at least two pages in length.
- All sources used must be referenced; paraphrased and quoted material must have accompanying citations in APA format.

Information about accessing the Grading Rubric for this assignment is provided below.
Unit III Reflection Paper

It has been stated that different industries and organizational differences influence which motivational techniques and theories are most effective. It has also been stated that situational factors, such as the type of power exerted, can influence team and organizational effectiveness.

The employment of different types of power might influence a team member’s satisfaction, and thus, his or her motivation to continue. In regards to your current industry and/or the culture of your current organization, write a reflection paper that considers the following:

- Describe leader power, follower motivation, and the aspects of effective followership.
- Provide an overview of influence and the major process and content motivational theories.
- Describe which motivational theory would be the most appropriate at your industry/organization.
- Describe the power types from the French and Raven power taxonomy that would fit best with that motivational theory.
- Are there any power types that should be avoided when employing that motivational theory?
- Please elaborate on how you plan to integrate these motivational techniques in your future or current career and/or continue learn more about these motivational techniques.

Be sure to follow the guidelines below:

- Writing should include proper grammar, sentence structure, and writing mechanics.
- Organization should be logical.
- Your paper should be at least two pages in length.

Information about accessing the Grading Rubric for this assignment is provided below.

Unit IV Essay

Research the Kelley model of followership. Write an essay describing how a leader might utilize the Kelley model of followership to assess follower effectiveness, and discuss how this leader might develop this individual into a more effective follower.

Be sure to include the following in your paper:

- Describe the importance of organizational climate and motivation.
- Describe Kelley’s model of effective followership (moving between roles).
- Explain how knowledge of effective followership can help one’s leadership perspective.

Be sure to follow the guidelines below:

- Writing should include proper grammar, sentence structure, and writing mechanics.
- Organization should be logical, clear, and appropriate.
- Provide strong evidence of critical thinking.
- Make use of logical transitions.
- Paragraphs should contain strong topic sentences.
- Your paper should be at least two pages in length.
- All sources used must be referenced; paraphrased and quoted material must have accompanying citations in APA format.

Information about accessing the Grading Rubric for this assignment is provided below.

Unit V Case Study

A textile manufacturer is closing its North Carolina plant and moving the production of its products to a developing nation in Southeast Asia. The primary reason for the move is the lower labor cost that the organization can enjoy in the new location.

- Proponents of the decision laud the move as a means to save the organization by taking advantage of the free market and finding cheaper methods of producing the company’s goods.
Opponents of the decision state that a breach of trust existed between the company and the employees, and that a breach of trust will occur due to this decision. Additionally, opponents cite recent findings that contractors in the Southeast Asia region where the company is moving have been cited for utilizing child labor and failing to provide working conditions equivalent to those in the United States.

Officials in the Southeast Asia region have answered the criticisms of the use of child labor by pointing out that oftentimes children are the only individuals in a family who are capable of working, and to deny them that opportunity would create greater hardship on the already desperately poor population.

Based on the case study above, apply the deontological and teleological frameworks learned in this unit to provide the following information in your response:

- Describe which framework the proponents of this move would use to support their statement that it be considered ethical.
- Describe which framework the opponents of this move would use to support their statement that it be considered unethical.
- Describe style of leadership this decision reflects, and discuss whether this move would lead to a positive evaluation of leadership and organizational performance.
- Describe the level of corporate responsibility this decision reflects.

Be sure to follow the guidelines below:

- Be sure to include peer-reviewed sources to support positions/conclusions.
- Analysis should be highly relevant, informative, and remain on topic.
- Accuracy should be strong with close attention to detail in all parts of the assignment.
- Writing should be clear and concise with solid sentence structure and should be free of grammar, punctuation, and spelling errors.
- Your paper should be at least two pages in length.
- You must also use at least three outside sources to support assertions and conclusions, all sources used must be referenced; paraphrased and quoted material must have accompanying citations in APA format.

Information about accessing the Grading Rubric for this assignment is provided below.

Unit VI Project

Assume that you have been tasked with preparing a cultural brief for an upcoming trip that will put you and your travel companions in touch with three different societal clusters. Choose three clusters other than the one in which you currently operate.

Create a 7- to 10-slide PowerPoint or Prezi presentation, briefly describe the following:

- List and describe the three cultural clusters that will be visited.
- Provide information on cultural norms from each of the clusters to be visited. (Make sure to use specific information from the GLOBE study.)
- Describe the leadership approaches preferred in the clusters that will be visited.
- Describe the considerations for leading multicultural teams.

Be sure to follow the guidelines below:

- Your presentation should have originality, and the content should be presented in a unique and interesting manner.
- Analysis should be thorough and fully developed.
- Organization should be clear in your paper. The main points should be arranged logically to support the information provided, with similar ideas grouped together and smooth transitions.
- All graphics and texts should be appropriate, attractive, and support the theme and content. Be sure to use a consistent and appropriate background.
- Any sources used should be properly cited and referenced according to APA format.
- Writing should be clear and concise with correct use of sentence structure and should be free from grammar, punctuation, and spelling errors.

Information about accessing the Grading Rubric for this assignment is provided below.
Unit VII Research Paper

Write a research paper that analyzes methods used to appropriately manage groups and teams. In your paper, be sure to include the following:

- Discuss the process of evolving a group into a team and the importance of organizational culture in that process.
- Evaluate the leadership styles that are effective for managing groups and teams, including unique considerations for leading multicultural teams.
- Describe the benefits and drawbacks of having groups or teams in terms of groupthink vs. teamthink.

Be sure to follow the guidelines below:

- Your introduction should engage the reader and clearly present the thesis and a summary of the main points to clarify your point of view.
- Review of literature should present a critical analysis and synthesis of the existing research.
- Discussion should reveal insightful analysis of research.
- A summary should be present that reviews or summarizes key points and provides a smooth transition between sections.
- Writing should be clear and concise with correct use of sentence structure and should be free of grammar, punctuation, and spelling errors.
- Your paper should be at least four pages in length.
- You must also use at least five outside sources to support assertions and conclusions.
- All sources used must be referenced; paraphrased and quoted material must have accompanying citations in APA format.

Information about accessing the Grading Rubric for this assignment is provided below.

Unit VIII Article Critique

The Brisson-Banks (2010) article in the required reading for this unit compares the five different change management models presented in this unit, and it describes various situational variables that could influence the effectiveness of each. Utilizing all of the knowledge accumulated through this and the previous units, write a critique of the article.

In your paper, be sure to include the following:

- Evaluate different aspects of organizational change.
- Discuss the role that leader vision and organizational climate plays in a change management strategy.
- Discuss how effective change initiatives can influence organizational performance.

Be sure to follow the guidelines below:

- Accurately identify the premise and supporting points from the article.
- Provide an insightful and thorough analysis of information from the article, including using evidence and reasonable and compelling interpretations.
- Link material to course content and real-world situations.
- Demonstrate solid critical evaluation by providing well-supported opinions and conclusions using additional peer-reviewed articles.
- Organize the material logically by using smooth transitions and grouping similar material together.
- Your paper should be at least two pages in length.
- All sources used must be referenced; paraphrased and quoted material must have accompanying citations in APA format.

Information about accessing the Grading Rubric for this assignment is provided below.
Submitting Course Papers/Projects

Once you have completed your papers/projects, submit your completed papers/projects by uploading through the Assignment tab in each unit. Do not e-mail your paper directly to your professor. By using the Assignment tab, your record will automatically be updated to indicate you have submitted your papers/projects and the assignment will be provided to your professor for grading. Instructions for submitting your assignment can be found under the Assignment tab in each unit.

APA Guidelines

Waldorf University requires that students use APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. Students can find Waldorf’s Citation Guide in the myWaldorf Student Portal by clicking on the “Citation Guide” link under the “Resources” heading. This document includes examples and sample papers.

Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Discussion Board, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Discussion Board rubric can be found within Unit I’s Discussion Board submission instructions.

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting the “Grades” link.

Again, it is vitally important for you to become familiar with these rubrics because their application to your Discussion Boards, Assessments, and Assignments is the method by which your instructor assigns all grades.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-
public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

**Student Break Room**

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

**Grading**

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<td>Essays (2 @ 9%)</td>
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<tr>
<td>Case Studies (2 @ 9%)</td>
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<tr>
<td>Unit III Reflection Paper</td>
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<td>Unit VI Project</td>
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<td>Unit VII Research Paper</td>
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<td>Unit VIII Article Critique</td>
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**Course Schedule/Checklist (PLEASE PRINT)**

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
## BUS 3651, Leadership

### Course Schedule

By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

### Unit I  Introduction to Leadership

| Review:  | Unit Study Guide
|          | Learning Activities (Non-Graded): See Study Guide
| Read:    | Reading Assignment: See Study Guide
| Discuss: | Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
|          | Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)
| Submit:  | Essay by Tuesday, 11:59 p.m. (Central Time)

### Unit II  Leadership Styles and Decision Making

| Review:  | Unit Study Guide
| Read:    | Reading Assignment: See Study Guide
| Discuss: | Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
|          | Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)
| Submit:  | Case Study by Tuesday, 11:59 p.m. (Central Time)

### Unit III  Motivation and Power

| Review:  | Unit Study Guide
| Read:    | Reading Assignment: See Study Guide
|          | Suggested Reading: See Study Guide
| Discuss: | Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
|          | Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)
| Submit:  | Reflection Paper by Tuesday, 11:59 p.m. (Central Time)

Notes/Goals:
# BUS 3651, Leadership

## Course Schedule

### Unit IV: Followership

**Review:**
- Unit Study Guide

**Read:**
- Reading Assignment: See Study Guide
- Suggested Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Essay by Tuesday, 11:59 p.m. (Central Time)

### Notes/Goals:

### Unit V: Ethics

**Review:**
- Unit Study Guide

**Read:**
- Reading Assignment: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Case Study by Tuesday, 11:59 p.m. (Central Time)

### Notes/Goals:

### Unit VI: Multicultural Implications

**Review:**
- Unit Study Guide

**Read:**
- Reading Assignment: See Study Guide
- Suggested Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Project by Tuesday, 11:59 p.m. (Central Time)

### Notes/Goals:
## BUS 3651, Leadership

### Course Schedule

#### Unit VII
**Groups, Teams, and Organizational Culture**

| Review: | Unit Study Guide |
| Read: | Reading Assignment: See Study Guide  
Suggested Reading: See Study Guide |
| Discuss: | Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| Submit: | Research Paper by Tuesday, 11:59 p.m. (Central Time) |

**Notes/Goals:**

#### Unit VIII
**Change Management and Personal Reflection**

| Review: | Unit Study Guide |
| Read: | Reading Assignment: See Study Guide  
Suggested Reading: See Study Guide |
| Discuss: | Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| Submit: | Article Critique by Tuesday, 11:59 p.m. (Central Time) |

**Notes/Goals:**