
LEADERSHIP 201
FOUNDATIONS OF LEADERSHIP STUDIES
FALL 2004

INSTRUCTOR: DR. CRYSTAL HOYT

EMAIL: CHOYT@RICHMOND.EDU

OFFICE HOURS: TUESDAY AND THURSDAY 12:35-1:35 AND BY APPOINTMENT

OFFICE: JEPSON HALL 132

PHONE: 804.287.6825

COURSE SYLLABUS

CLASS MEETINGS:

T, R 9:45-11:00AM; JEPSON HALL, ROOM 107

T, R 11:15-12:30AM; JEPSON HALL, ROOM 102

REQUIRED READINGS:

TEXTBOOK:

THE LEADER'S COMPANION: INSIGHT ON LEADERSHIP THROUGH THE AGE.

EDITOR: J. THOMAS WREN

PUBLISHER: NEW YORK FREE PRESS, 1995.

COURSE DESCRIPTION:

This course provides an introduction to the multi-faceted concept of leadership studies by presenting the student with the vocabulary, concepts, theories, and research that are fundamental to the study of leadership. Both historical concepts of leadership and more contemporary theories and conceptualizations will be presented. This course will introduce issues unique to women and minority leaders, the moral and ethical purpose of leadership, and leadership in a variety of contexts. Additionally, viewing leadership as a social influence process shared among members of a group, this course will provide an overview of the basic theory, concepts, and research in group dynamics and social influence processes.

This course employs a number of learning and teaching techniques designed to facilitate comprehension of the assigned curriculum. Students will be challenged to think critically about leadership through a mix of lectures, class discussions, hands-on exercises, and group work. Students will be actively involved with the course material through a high level of classroom participation, group projects, and reading and writing assignments.

COURSE GOALS:

The principle objective of this course is to introduce you to leadership studies. More specifically, the overarching learning objectives are the following:

- The student should become comfortable with the concept of leadership.
- The student should be familiar with the theoretical approaches to understanding leadership.
- The student should recognize the unique challenges that women and minority leaders face.
- The student should have a basic understanding of fundamental influences processes.
- The student should gain a basic understanding of group dynamics.
- The student should have an increased awareness of leadership in a variety of contexts.
- The student should gain an understanding of the moral & ethical dimensions of leadership.
- The student should have enhanced critical thinking abilities and oral & written communication abilities.
- The student should develop leadership competencies as well as become aware of the approaches, styles, strengths, and weaknesses that s/he brings to the leadership process.

COURSE REQUIREMENTS:

Your grade in the course will be determined by performance on the following course requirements:

- *Class participation:* This course is predicated on the active participation of all members. Students are expected to attend all classes, arrive on time, and fully engage in discussions and activities. The emphasis is on quality of class participation rather than quantity. Each unexcused absence will penalize the student's final grade. Excused absences (such as illness, team trips, or family emergencies) must be documented with a doctor's or dean's letter.
- *Reading assignments:* The class discussions and activities are highly dependent upon the assigned reading for the day. Students must come to class fully prepared to discuss the assigned readings; thorough participation will also contribute to a strong evaluation of class participation.
- *Group research projects:* Groups of four to six students will undertake a semester long group project. Each group will submit a brief proposal on September 23 and an interim project update on October 28. Students will present the results of their project and will submit individual final reports at the end of the semester.
- *Individual writing assignments:* Small writing assignments designed to actively engage students with the course material will be administered throughout the semester. Additionally, each student will write an individual final report for the group research project.
- *Thoughts on leadership.* Students are required to attend one of four leadership talks (see course outline for dates and titles). Students will complete a small writing assignment after attending the talk.
- *Examinations:* There will be three exams in this course, two midterms and one final. The exams will cover information from both in-class discussions and reading assignments. The final exam is cumulative and will be given during the final exam testing time. Make-up exams will only be given for students whose absences are excused before the exam is given. If you are sick or caught in an emergency on the day of the exam, you must contact me before the exam and you must provide written documentation of your reason for missing
- *Late assignments:* Late assignments will be heavily penalized. Late work will receive a penalty of one grade for each day late. Also, assignments will receive a penalty of two grades if the student was absent or late to class on the day the assignment is due.

COURSE WEBSITE:

The course website can be accessed via <http://www.richmond.edu/~choyt/>. Click on the link to “courses” to find all relevant course information.

COURSE GRADING:

The grading scale will be as follows:

Class participation.....	5%
Individual writing assignments.....	20%
Group research projects.....	15%
Examinations (15%, 15% and 30%).....	60%

Grades will be based on the percentage of total points that you earn, according to the following cutoffs:

A+ = 97-100%	B+ = 87-89.99	C+ = 77-79.99	D = 60-69.99
A = 93-96.99	B = 83-86.99	C = 73-76.99	F = 0- 59.99
A- = 90-92.99	B- = 80-82.99	C- = 70-72.99	

HONOR CODE

The Jepson School of Leadership Studies supports and adheres to the provisions of the Honor System sanctioned by the School of Arts and Sciences. Every piece or written work presented by individual students must have the honor pledge with the student’s signature on it. The pledge is: “I pledge that I have neither given nor received unauthorized assistance during the completion of this work.”

COURSE OUTLINE AND ASSIGNMENTS

DATE	CLASS TOPIC	READING ASSIGNMENT
I. Introduction to Leadership		
Aug. 24	Introduction to the Course	
Aug. 26	Is There a Crisis of Leadership? Studying Leadership	<i>Leader's Companion</i> , p. 1, ## 1-4 <i>Leader's Companion</i> , p. 25, ## 5-6
Aug. 31	Defining Leadership	<i>Leader's Companion</i> , ## 7, 8, 22
Sept. 2	Leadership is also about Followership	<i>Leader's Companion</i> , ## 29-31
Sept. 7	Historical Conceptions of Leadership	<i>Leader's Companion</i> , p. 45-47, ## 9-17
Sept. 9	Library Research Lab: Ms. Lucretia McCulley, Librarian, Boatwright Memorial Library	
II. Theoretical Perspectives on Leadership		
Sept. 14	Intro to Theoretical Perspectives Trait Approach	<i>Leader's Companion</i> , p. 81, p. 125, ## 18, 23, 24
Sept. 16	Style/Behavioral Approach	<i>Leader's Companion</i> , #25
Sept. 21	Situational/Contingency Approach: Contingency Theory & Path-Goal Theory	<i>Leader's Companion</i> , #32
Sept. 23	Situational Leadership Theory Leader-Member Exchange Theory ❖ Group Project Topic Due	
Sept. 23	THOUGHTS ON LEADERSHIP: <i>Presidents and the Presidency: The Challenges of Leadership Today</i>	
Sept. 28	Charismatic, Transforming, and Transformational Leadership	<i>Leader's Companion</i> , ##19 - 21
Sept. 28	THOUGHTS ON LEADERSHIP: <i>Closing the Leadership Gap: Why Women Can and Must Help Run the World</i>	
Sept. 30	❖ Midterm Exam	

III. Non-Traditional Leadership

Oct. 5	Gender and Leadership Role Congruity Theory	Leader's Companion, ## 26-28
Oct. 7	Diversity and Leadership	<i>Leader's Companion</i> , ## 34-35
Oct. 12	Class does not meet: Fall Study Break	

IV. Influence Processes

Oct. 14	Social Influence	<i>Leader's Companion</i> , #44
Oct. 19	Power	<i>Leader's Companion</i> , #45
Oct. 20	THOUGHTS ON LEADERSHIP: <i>Critical Choices for the Next Administration: Public Education</i>	
Oct. 21	Persuasion	


V. Group Dynamics

Oct. 26	Group Development and Task Performance in Groups	<i>Leader's Companion</i> , #46
Oct. 28	Decision Making in Groups ❖ Interim Group Project Update Due	<i>Leader's Companion</i> , # 47
Oct. 28	THOUGHTS ON LEADERSHIP: <i>Critical Choices for the Next Administration: Human Rights</i>	
Nov. 2	Conflict	<i>Leader's Companion</i> , #56
Nov. 4	Class does not meet Library Research/Review for Exam	
Nov. 9	❖ Midterm exam	

VI. Leadership contexts

Nov. 11	The Context of Leadership: The Notion of Culture & Formal Organizations	<i>Leader's Companion</i> , p 243-244; ## 36-37 <i>Leader's Companion</i> , ## 3, 38-40
Nov. 16	The Context of Leadership: Social Movements & Political Systems	<i>Leader's Companion</i> , ## 3, 41-43

VII. Moral and Ethical Dimensions

Nov. 18	Ethics and Leadership		<i>Leader's Companion, ## 61 -64</i>
Nov. 23	Ethics and Leadership		<i>Leader's Companion, ## 61 -64</i>
Nov. 25	Class does not meet Thanksgiving Break!!		Have fun!

VIII. Summation

Nov. 30	❖	Group Project Presentations: Day 1
Dec. 2	❖	Group Project Presentations: Day 2

FINAL EXAM DATES:

- ❖ 9:45-11:00am class: Monday Dec. 6, 9am-12pm
- ❖ 11:15-12:30am class: Monday Dec. 6, 2pm - 5pm