Course Information

Course Description
This course consists of an examination of classic and contemporary theories of leadership, including their evolution and an analysis of strengths and weaknesses. We will apply these theories to real-world leaders and critique their effectiveness. Topics covered in this class include leadership styles, personality, self-analysis, and perspectives of leadership across diverse individuals and groups.

Course Credits
3

Prerequisite and Co-requisite Courses
Introduction to Psychology (PSY 2301)

Prerequisite Skills
Accessing Internet websites, using ASU Library resources, and proficiency with Microsoft Word and/or PowerPoint are expectations of completing Psychology of Leadership successfully.

Program Outcomes
Upon completion of the program of study for the BA/BS in Psychology, the graduate will be prepared to:
Access and Use Knowledge from Psychology Courses
Communicate in a Professional Manner
Think Scientifically and Integratively
**Student Learning Outcomes**

<table>
<thead>
<tr>
<th>Student Learning Outcome</th>
<th>Assignment(s) or activity(ies) validating outcome achievement:</th>
<th>Mapping to Program Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>By completing all course requirements, students will be able to:</td>
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<tr>
<td>Have a foundational knowledge of the history and development of the leadership theories presented in the textbook, understanding the components of each leadership model or approach, and identifying the strengths and weaknesses of each model.</td>
<td>Reading the chapters and reviewing the Power Point slides</td>
<td>Scientific and Integrative Thinking</td>
</tr>
<tr>
<td>Be able to apply what you have learned from the textbook, identifying practical uses of leadership theory in other contexts, and recognition of our own skills relative to the leadership approach being studied.</td>
<td>Quizzes and Tests, Leader Analysis Paper</td>
<td>Accessing and Using Knowledge</td>
</tr>
<tr>
<td>Be able to connect the leadership concepts and behaviors learned in class to other ideas, people and realms of life. For example, how are leaders different from other people? In what ways, if any, are all leaders the same? How does the context of leadership (such as medicine, music or sports) affect the expectations and behaviors of leaders?</td>
<td>Self-Assessments and Discussion Questions, Leader Analysis Paper</td>
<td>Accessing and Using Knowledge, Professional Communication</td>
</tr>
<tr>
<td>Understand the human dimension of leadership; learning about yourself and others. How does knowing about leadership theory help one to function and relate to others more effectively? How useful are the various leadership models and approaches for developing leadership skills in others?</td>
<td>Self-Assessments and Discussion Questions</td>
<td>Scientific and Integrative Thinking</td>
</tr>
<tr>
<td>Develop new interests in leadership or caring about leadership to a greater extent than before. Students who care</td>
<td>Self-Assessments and Discussion Questions</td>
<td>Accessing and Using Knowledge, Professional Communication</td>
</tr>
</tbody>
</table>
Student Learning Outcome
By completing all course requirements, students will be able to:

<table>
<thead>
<tr>
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<th>Mapping to Program Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>become engaged in leadership issues outside of the classroom and continue to develop their leadership skills.</td>
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</table>

Course Delivery
This is an online course offering. The course will be delivered via the Blackboard Learning Management System. The course site can be accessed at ASU's Blackboard Learning Management System.

The syllabus, announcements, and grades for this class may be found on Blackboard. I encourage students to access this site regularly for important information pertaining to the course. Thus, it is imperative that you have proficient knowledge of operating and, to some extent, troubleshooting, internet browsers, the Blackboard course management system, Respondus, word processing programs, and e-mail. Should you have any technical problems with Blackboard, Respondus, or your e-mail, it is your responsibility to get the situation resolved immediately. While I can help with a limited amount of trouble-shooting, your best resource for solving these problems is the ASU IT department. Thus, it is a good idea not to leave assignments until the last minute, in case you encounter technical problems.

Please see the “Getting Started” document, posted in the Information section in Blackboard for an introduction to the use of Blackboard and the components involved in this course, and refer to the Support Tab in Blackboard with questions over the use of Blackboard and Respondus.

This course is delivered completely online. Assignments and activities will be listed on the course website on the Blackboard course management system. It is IMPERATIVE that you keep up with this class, checking Bb regularly, and noting due dates for assignments and quizzes. It is easy to forget about online classes, but be forewarned that I will not accept late work, and there is no excuse for forgetting about assignments!

Additionally, you MUST use (check daily) your ASU e-mail address for this class, as it is the best way for me to contact you.

Required Texts and Materials
Recommended Texts and Materials
The text for the course is listed above. The last page of the syllabus lists the tentative schedule of topics. The course is built around the textbook. I suggest that you read the material prior to reading the course lectures. The lectures will be related to but will not come directly from the text. There are exams, assignments, and group projects for the class; these are described below.

Technology Requirements
To successfully complete this course, students need to have access to a computer with Respondus LockDown Browser and Respondus Monitor. More information about LockDown Browser and Monitor is included below.

To participate in one of ASU’s distance education programs, you need this technology:

- A computer capable of running Windows 7 or later, or Mac OSX 10.8 or later
- The latest version of one of these web browsers: internet Explorer, Firefox, or Safari
- Microsoft Office Suite or a compatible Open Office Suite
- Adobe Acrobat Reader
- High Speed Internet Access
- Ethernet adapter cable required (wireless connections can drop during tests and Collaborate sessions)
- Webcam

Refer to Angelo State University’s Distance Education website for further technology requirements: [Angelo State University's Distance Education Website](#)

Topic Outline
The topics that will be covered in this course can be found in the Course Schedule at the end of the syllabus.

Communication
I must be able to contact all students in this course via e-mail. It is expected that students regularly check their e-mail and Blackboard (at least once a day is preferred). The best way to contact me is via e-mail. Although I answer e-mail regularly (and relatively quickly) throughout the work week (Monday - Friday, 7:30AM to 4:30PM), I respond to it less frequently on weekends and holidays. During those times, you can expect an answer to your e-mail within 24-48 hours. There may be times during the semester, when I do not have access to email. I will be sure to notify students if such situations occur.
If you are on campus and would like to drop by my office, please feel free to do so. As I am often away from my desk, it is probably best to arrange a specific time in advance. Please email me to do so.

**Written communication via email:** All private communication will be done exclusively through your ASU email address. Check frequently for announcements and policy changes. In your emails to faculty, include the course name and section number in your subject line.

**Virtual communication:** Office hours and/or advising may be done with the assistance of the telephone, Collaborate, Skype, etc.

**Grading**

**Evaluation and Grades**
Course grades will be determined as indicated in the table below.

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Percent/Points of Total Grade</th>
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</thead>
<tbody>
<tr>
<td>4 tests</td>
<td>400 points (4 tests @ 100 points per test)</td>
</tr>
<tr>
<td>Quizzes</td>
<td>100 points (10 quizzes @ 10 points per quiz)</td>
</tr>
<tr>
<td>Discussion Questions</td>
<td>50 points (10 weeks @5 points per week)</td>
</tr>
<tr>
<td>Leader Analysis</td>
<td>100 points</td>
</tr>
<tr>
<td>Self-Assessments</td>
<td>130 points</td>
</tr>
<tr>
<td>Total</td>
<td>780 points</td>
</tr>
</tbody>
</table>

**Grading System**
Course grades will be dependent upon completing course requirements and meeting the student learning outcomes.

The following grading scale is in use for this course:

- A = 90.00-100 points
- B = 80.00-89.99 points
- C = 70.00-79.99 points
- D = 60.00-69.99 points
- F = 0-59.99 points (Grades are not rounded up)
Teaching Strategies

Students are expected to be “active learners.” It is a basic assumption of the instructor that students will be involved (beyond the materials and lectures presented in the course) discovering, processing, and applying the course information using peer-review journal articles, researching additional information and examples on the Internet, and discussing course material and clinical experiences with their peers.

Assignment and Activity Descriptions

*Please note: Criteria for all assignments and activities are located at the end of this syllabus.

Exams: There will be four (4) exams, including the final, covering material from the textbook as well as lectures and discussions. The exams are worth 100 points each. These exams will contain 50 questions, and you will have 120 minutes to complete each exam, and you will have TWO attempts; the highest grade will count. Exam items may include multiple choice, matching and true/false items. The final exam will not be comprehensive. There will be NO make-ups scheduled for the exams. You will have the entire week (beginning Monday at 12:00am, ending Sunday at 11:59pm) to complete the exams; that means that you may take the exam any time during those days, but the exam must be COMPLETED by 11:59pm on Sunday of the exam weeks.

Quizzes: Each week, you will have a quiz to complete that covers the topic of the unit being covered that week. These are designed to help students keep up with and apply the material. You will have the entire week (beginning Monday at 12:00am, ending Sunday at 11:59pm) to complete the weekly assignment or quiz, and given their nature they may not be “made up”. There will be NO exceptions. Quizzes will be multiple choice, and they will be timed. You will have TWO attempt for each quiz; the highest grade will count. Quizzes are worth 10 points each, and they will cover both material from the text and material from the Power Point lectures. There will be 12 assignments/quizzes, each worth 10 points, and I will drop your 2 lowest grades, for a total of 10 quizzes.

Weekly Discussion Board Posts: Each week, each student will be required to respond directly to two discussion questions that I have posted pertaining to the topic of the unit that is being covered that week and respond to a colleague’s post at least once. Your discussion posts are due by Sunday of each week at 11:59pm. There are 12 weeks of Discussion Boards, but I will drop 2 weeks’ worth, for the occasional slip-up, should you forget or become sick.

The response must be substantive; more than just “I agree” discussion board posts. These posts are worth 5 points each. Be considerate and appropriate when using the discussion board. It is
neither a public forum nor a limited public forum. I have the right to remove any message for the purposes of saving space, focusing attention of students on relevant materials, and avoiding material inappropriate for the classroom. On this last note, with freedom comes responsibility. Please keep in mind, as you contribute to the discussion board, that not everyone comes from the same background, or shares the same values and ideals. Please be appropriate (professional) and considerate of others. If you have any questions on this matter, contact the instructor for clarification.

Please apply this same courtesy whenever communicating with anyone in the course, whether it is myself or another student, in any way, including e-mail, discussion board responses, and any other communication.

**Self-Assessments:** One of the goals of this course is for you to determine your own strengths and weaknesses as a leader, and what your particular leadership style is. Thus, for many of the topics covered in this class, you will take a self-analysis questionnaire, to determine your particular approach regarding those topics. Then, at the end of the class, your results will be compiled, to provide you with an overall leadership profile, based on your leadership style. You will complete a portion of this project each week for a grade. More details about this project are provided in the Information section in the document called “Class Project Self”. Also, see the document “How To Do Self Assessments” for information on completing these assessments.

**Leader Analysis:** Please see the document called “Leader Analysis Description” in the Information section on Blackboard for more information.

All assignments should be typed and presented in a professional manner. You may always turn in assignments early; I will accept them prior to their scheduled due date.

Grades will be posted on Blackboard as they become available.

**Assignment Submission**
All assignments MUST be submitted through the Assignments link in the Blackboard site. This is for grading, documenting, and archiving purposes. Issues with technology use arise from time to time. If a technology issue does occur regarding an assignment submission, email me at cstenmark@angelo.edu and attach a copy of what you are trying to submit. Please contact the IT Service Center at (325) 942-2911 or go to your Technology Support tab to report the issue. This lets your faculty know you completed the assignment on time and are just having problems with the online submission feature in Blackboard. Once the problem is resolved, submit your
assignment through the appropriate link. This process will document the problem and establish a timeline. Be sure to keep a backup of all work.

**Late Work or Missed Assignments Policy**

**Deadlines:** NO LATE WORK will be accepted in this course. Exceptions will be made only for serious illness or emergency and then only after discussion with the instructor. Please contact the instructor by telephone or email if an emergency situation occurs.

If the student is involved in a university-approved absence, arrangements should be made with the instructor as far in advance as possible to ensure agreement on interpretation and the make additional arrangements for different deadlines.

**General Policies Related to This Course**

All students are required to follow the policies and procedures presented in these documents:

- [Angelo State University Student Handbook](#)
- [Angelo State University Catalog](#)

**Student Responsibility and Attendance**

**Online:** This class is asynchronous, meaning you do not have to be on-line at a certain time. There are readings which you will have to complete to be able to adequately participate in individual and group assignments. In order to complete this course successfully, you do have to participate in all course activities i.e. discussion boards, course projects, reflective logs, etc. Students are expected to engage in course activities and submit work by due dates and times. The hope is that students will make substantive contributions which reflect integration of assigned materials as well as any outside readings as appropriate. Scholarly contribution is an expectation. For planning purposes, this class will probably require a minimum of 6-9 study hours per week on average.

**Academic Integrity**

Students are expected to maintain complete honesty and integrity in all work. Any student found guilty of any form of dishonesty in academic work is subject of disciplinary action and possible expulsion from ASU.

The College of Health and Human Services adheres to the university’s [Statement of Academic Integrity](#).

**Accommodations for Students with Disabilities**

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services,
programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA) and subsequent legislation.

Student Disability Services is located in the Office of Student Affairs, and is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability. It is the student’s responsibility to initiate such a request by contacting an employee of the Office of Student Affairs, in the Houston Harte University Center, Room 112, or contacting the department via email at ADA@angelo.edu. For more information about the application process and requirements, visit the Student Disability Services website. The employee charged with the responsibility of reviewing and authorizing accommodation requests is:

Dallas Swafford  
Director of Student Disability Services  
Office of Student Affairs  
325-942-2047  
dallas.swafford@angelo.edu  
Houston Harte University Center, Room 112

**Incomplete Grade Policy**

It is policy that incomplete grades be reserved for student illness or personal misfortune. Please contact faculty if you have serious illness or a personal misfortune that would keep you from completing course work. Documentation may be required. See ASU Operating Policy 10.11 Grading Procedures for more information.

**Plagiarism**

Plagiarism is a serious topic covered in ASU’s Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else’s work, idea, etc., and passing it off as one’s own. Plagiarism is literary theft.

In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Papers are subject to be evaluated for originality. Resources to help you understand this policy better are available at the ASU Writing Center.
Student Absence for Observance of Religious Holy Days
A student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. See ASU Operating Policy 10.19 Student Absence for Observance of Religious Holy Day for more information.

Copyright Policy
Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

Syllabus Changes
The faculty member reserves the option to make changes as necessary to this syllabus and the course content. If changes become necessary during this course, the faculty will notify students of such changes by email, course announcements and/or via a discussion board announcement. It is the student’s responsibility to look for such communications about the course on a daily basis.

Title IX at Angelo State University
Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SaVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D. You may submit reports in the following manner:

Online: www.angelo.edu/incident-form
Face to face: Mayer Administration Building, Room 210
Phone: 325-942-2022
Email: michelle.boone@angelo.edu
Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), the 24-Hour Crisis Helpline (325-486-6345), or the University Health Clinic (325-942-2171).

For more information about resources related to sexual misconduct, Title IX, or Angelo State’s policy please visit: [www.angelo.edu/title-ix](http://www.angelo.edu/title-ix).

### Course Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic/Assignments/Assessments DUE</th>
<th>Readings/Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jan 13</td>
<td>Syllabus, Introduction</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Jan 20</td>
<td>Traits</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Jan 27</td>
<td>Skills</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Feb 3</td>
<td>Test 1</td>
<td>1, 2, 3</td>
</tr>
<tr>
<td>5</td>
<td>Feb 10</td>
<td>Style</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Feb 17</td>
<td>Situation</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>Feb 24</td>
<td>Contingency</td>
<td>6</td>
</tr>
<tr>
<td>8</td>
<td>Mar 2</td>
<td>Test 2</td>
<td>4, 5, 6</td>
</tr>
<tr>
<td></td>
<td>Spring Break</td>
<td>No Class</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Mar 16</td>
<td>Path-goal</td>
<td>7</td>
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<tr>
<td>10</td>
<td>Mar 23</td>
<td>LMX</td>
<td>8</td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Topic/Assignments/Assessments Due</td>
<td>Readings/Assignments</td>
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<tr>
<td>11</td>
<td>Mar 30</td>
<td>Transformational</td>
<td>9</td>
</tr>
<tr>
<td>12</td>
<td>Apr 6</td>
<td>Test 3</td>
<td>7, 8, 9</td>
</tr>
<tr>
<td>13</td>
<td>Apr 13</td>
<td>Team</td>
<td>12</td>
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<tr>
<td>14</td>
<td>Apr 20</td>
<td>Women</td>
<td>14</td>
</tr>
<tr>
<td>15</td>
<td>Apr 27</td>
<td>Ethics</td>
<td>16</td>
</tr>
<tr>
<td>16</td>
<td>May ?</td>
<td>Final Exam</td>
<td>12, 14, 16</td>
</tr>
</tbody>
</table>

**Grading Rubrics**

Criteria for Evaluation:

**Writing:** Substantive content and the quality of the student's writing will be considered in all written assignments, **including discussion board postings**. Substantive content includes closely following instructions for the content of the assignment. Quality of writing covers clarity of expression and organization, appropriate use of references and academic writing style, use of inclusive language, and correct grammar, spelling, and punctuation. Please contact the instructor if this is unclear or needs further explanation.

**Discussion Board Participation:** Elements included in the evaluation of discussion board participation will include evidence of critical thinking, clear identification of the issues, understanding problems, and the ability to propose and evaluate solutions. All participants are expected to welcome open expression of opinions, attitudes and beliefs and to accept the legitimacy and value of dissent. In addition to respect for the ideas of your classmates and the instructor, common courtesy is also expected.

**Student Evaluation of Faculty and Course**

Students in all programs are given the opportunity to evaluate their courses and the faculty who teach them. Evaluations are most helpful when they are honest, fair, constructive, and
pertinent to the class, clinical experience, or course. Faculty value student evaluations, and use student suggestions in making modifications in courses, labs and clinical experiences. Angelo State University uses the IDEA (Individual Development and Educational Assessment) system administered through Kansas State University for all course evaluations. The Office of Institutional Research and Assessment administers IDEA for the entire university, online and has established a policy whereby students can complete course evaluations free from coercion.

1. Gaining a basic understanding of the subject (e.g., factual knowledge, methods, principles, generalizations, theories)
2. Learning to apply course material (to improve thinking, problem solving, and decisions)
3. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course

End of Syllabus

1 https://www.angelo.edu/student-handbook/
2 https://www.angelo.edu/catalogs/
3 https://www.angelo.edu/student-handbook/community-policies/academic-integrity.php
4 https://www.angelo.edu/services/disability-services/
5 https://www.angelo.edu/content/files/14197-op-1011-grading-procedures
6 https://www.angelo.edu/student-handbook/community-policies/academic-integrity.php
7 https://www.angelo.edu/dept/writing_center/academic_honesty.php
8 https://www.angelo.edu/content/files/14206-op-1019-student-absence-for-observance-of