

MNGT315: Leadership

College of Graduate and Continuing Studies, Norwich University

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Course Description

In this course students learn key theoretical models of leadership and apply them to a range of situations in both military and non-military organizations. Students identify key functions and skills of effective leaders, explore leadership styles through study of selected leaders and evaluate the role of communication, negotiation, strategy, purpose and ethics in leadership. (3 credits)

Prerequisite: none.

Course Outcomes

At the end of this course, students will be able to:

- Analyze key theories and skills from a variety of theoretical (current and historical) leadership models.
- Evaluate the impact of leadership on human behavior and motivation and if this differs in combat.
- Assess the importance of integrating goals and goal setting.
- Examine the motivational aspects of leadership.
- Analyze the role of ethics and communications (both verbal and non-verbal in leadership).
- Evaluate the differences and similarities between leadership and management.
- Analyze issues of diversity and their impact on leadership effectiveness.

Discussion Groups

In this course, you will be assigned to a small discussion group. Each week your group will discuss two questions, most of which will be graded. The quality of your posts and those of your fellow students will create a lively discussion and ensure that a high level of learning occurs. You are expected to contribute at least three posts to each question every week. Your first post should be substantive (approximately 200-300 words) and it should be made by Wednesday at the latest (Note: the earlier you make your initial posts, the more your classmates, and you, will have to work with). It should answer the question using your own experience, if appropriate, and, very importantly, it should refer to the readings of that week, using correct citations. Your second two posts should be responses to posts of your fellow group members. Responses such as, "Good point," or, "I agree," are not sufficient. Your response posts should be substantive – ask questions, point out additional thoughts, etc. Posts should build on the course content and add momentum to our collective learning. In short, each post should be a valuable contribution! Disagreement and critical feedback are part of an academic classroom, as is respect for the diversity of opinion.

For more information about what is expected in regard to discussion postings, please review the [Grading Guidelines and Rubrics](#).

Late Work

It is important that writing assignments and discussion posts be completed on time. Extensions of deadlines will be given only for serious extenuating circumstances. In the absence of such extensions, assignments may be downgraded for lateness at the discretion of the instructor. Regardless, it is imperative that you complete all

assignments. Remember, your final paper is worth 25% of your final grade, is cumulative and requires a strong grasp of each of our topics!

Required Textbooks

The following books are required:

- **Gill, Roger. (2011). *Theory and practice of leadership (2nd ed.)*. Sage Publications.**
(Print ISBN: 9781849200240)(Digital ISBN: 9781446257944)
- **Maxwell, John C. (2007). *The 21 irrefutable laws of leadership workbook: Revised & updated*. Thomas Nelson Publications.**
(Print ISBN: 9781418526153)

See **Required Reading** list for additional seminar readings.

Grades

The following table shows the graded assessment types contained within this course and the assigned weighting to determine the final course grade.

Graded Assessment Types	Points	Weights (%)
Discussions (7 weeks at 50 points per week)	350	35%
Weekly Assignments (7 weeks at 50 points per	350	35%
Final Project (total of these is 300 pts)		
Project Proposal	50	5%
Project Outline & Annotated Bibliography	50	5%
Final Project Paper	200	20%

Letter grades for the course will be based on the following grading scale.

Letter Grade	Percentage	Grade Point
A	93-100%	4.0
A -	90-92.9%	3.7
B +	87-89.9%	3.3
B	83-86.9%	3.0
B -	80-82.9%	2.7
C +	77-79.9%	2.3
C	75-76.9%	2.0
C -	73-74.9%	1.7
D +	70-72.9%	1.3
D	67-69.9%	1.0

D-	63-66.9%	0.7
F	0-62.9%	0.0

For complete information on the Grading Policy for Bachelor Degree students, please refer to the [CGCS Online Catalog](#) (Sub-Section of Catalog on "Grades.")

All writing for this seminar must follow the APA writing style. All writing for this seminar must follow APA guidelines for formatting and citation, which can be found at [The Purdue Online Writing Lab \(OWL\)](#). Grading rubrics for assignments and discussions are provided from the [Grading Guidelines and Rubrics](#) link.

[Academic Honesty and the Norwich University Honor Code](#)

A student must submit work that represents the student's own original analysis and writing. Copying another's work is not appropriate. If the student relies on the research or writing of others, the student must cite those sources. Words or ideas that require citations include, but are not limited to all hardcopy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. While students are encouraged to seek editing feedback, extensive revisions of one's work by another person is considered a lack of academic honesty, as it is representing another student's work as one's own.

For more information see:

[Academic Dishonesty](#)

[Academic Integrity](#)

[Norwich University Honor Code](#)

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[Section 504 of the Rehabilitation Act of 1973/ADA](#)

Please consult [Appendix H: University Policy - Section 504 of the Rehabilitation Act of 1973/Americans with Disabilities Act \(ADA\)](#) for instructions on obtaining an accommodation.

Disclaimer: Please note the specifics of this Course Syllabus are subject to change. Students are responsible for abiding by any such changes. Your instructor will notify you of any changes.