

**Saint Leo University
Graduate Business Studies**

MBA 595

Current Issues in Leadership

Course Description:

This course is an advanced overview of more traditional approaches to understanding the leadership process and an in-depth look at recently developed perspectives on leadership in the future. Ethical issues pertaining to leadership are also incorporated.

Prerequisite:

MBA 525 and MBA 533

Textbooks:

The textbook information which appears on our Saint Leo Bookstore ordering site is as follows:

Saint Leo University. Leadership in Organizations (Subscription) (Custom). ISBN: 9780134198286 and Rath, T., & Conchie, B. (2008). Strengths based leadership: great leaders, teams, and why people follow(8th ed.). New York: Gallup Press. ISBN: 9781595620255

Your custom textbook was created from the following National text(s):

Leadership in Organizations: Core: Yukl, G. A. (2013). Leadership in organizations(8th ed.). Boston: Pearson. ISBN: 9780132771863

Learning Outcomes:

Upon course completion, students will be able to:

- Develop an understanding of current issues in leadership theory and research.
- Evaluate past and present leadership perspectives in terms of their ability to contribute to organizational effectiveness.
- Integrate future-oriented approaches to leadership to develop an understanding of what leadership of the future entails.
- Understand how the Saint Leo University core values of *Excellence*, *Personal Development*, and *Integrity* are byproducts of the development of leadership skills.

Core Values:

This course focuses on the following core values:

Excellence: Saint Leo University is an educational enterprise. All of us, individually and collectively, work hard to ensure that our students develop the character, learn the skills, and assimilate the knowledge essential to become morally responsible leaders. The success of our University depends upon a conscientious commitment to our mission, vision, and goals.

Personal Development: Saint Leo University stresses the development of every person's mind, spirit, and body for a balanced life. All members of the Saint Leo University community must demonstrate their commitment to personal development to help strengthen the character of our community.

Integrity: The commitment of Saint Leo University to excellence demands that its members live its mission and deliver on its promise. The faculty, staff, and students pledge to be honest, just, and consistent in word and deed.

Evaluation:

Assignments	Percentage (%)
Discussions (8 @ 2.5%)	20
Midterm Exam	15
Final Exam	25
Leadership Project Paper (Proposal=2%; Paper=18%)	20
Reflection Essay (2 Essays @ 10%)	20
Total	100

Grading Scale:

Grade	Score (%)
A	95-100
A-	90-94
B+	86-89
B	83-85
B-	80-82
C	75-79
F	0-75

Discussions

Each module includes a discussion activity. Your initial response to the question is due no later than Thursday at 11:59 PM EST/EDT. Your replies to at least two classmates are due no later than Sunday at 11:59 PM EST/EDT.

Exams

The Midterm and Final exams are comprised of essay questions. The exams are due no later than Sunday 11:59 PM EST/EDT in Modules 4 and 8 respectively.

Leadership Project

The Leadership Project requires each student to lead a group of people (friends, workers, fellow club members, etc.) in a project or activity that they would not normally undertake. The only rules of the project are (1) students must not tell their friends or co-workers that they are doing it for a class, and (2) it should take at least three weeks of contact to complete. The Leadership Project consists of two parts, a proposal due in Module 2, and a final 10-page paper due in Module 7. See the **Leadership Project Guidelines** link in the Start Here menu for complete instructions regarding this assignment.

Reflection Essays

Each of these reflection essays should focus on the questions and concepts listed, while adhering to proper writing mechanics and APA formatting standards. Each essay should be approximately three to five pages long. The essays are due no later than Sunday 11:59 PM EST/EDT in the specified modules.

Module 3: Reflection Essay

1. In the article "Leadership that Gets Results," Daniel Goleman suggests that there is a relationship between three concepts: the elements of emotional intelligence, the six leadership styles, and an organization's climate. Describe the way he believes that these concepts influence each other. You may include a drawing with boxes, arrows, and the like if that helps you to explain your thinking. Ultimately, he argues that these concepts influence organizational performance. Do you think he makes a compelling case for his position?
2. Goleman uses an image of a golf bag with multiple clubs in it. What does this image symbolize?
3. Which leadership style is your *primary* style (i.e., which style do you utilize most frequently and feel most comfortable when using), which is your least preferred and which do you need to add to your repertoire? What is the impact on organizational climate of your primary style?

Which components of Emotional Intelligence do you need to develop to be more effective at the style that you'd like to add? How can you develop in those areas?

Module 6: Reflection Essay (Please note you will need to read the *Strengths-Based Leadership* book to complete this assignment.)

1. "What great leaders have in common is that each truly knows his or her strengths..." (Rath & Conchie, 2008). List your top five strengths as determined by the StrengthsFinder 2.0. Do you agree with this assessment? Why or why not? For example, which of the five describes you best? Is there one that surprised you? Are you currently in a job that utilizes your strengths? Explain.
2. Re-read the section of *Strengths-Based Leadership* that addresses the four basic needs of followers. Evaluate yourself on how well you provide each of these to your followers (even better, also ask an employee or a co-worker to evaluate you). Which come easily to you and which do you need to improve on in order to meet your followers' needs? Practically speaking, how can you do this?
3. In the Additional Resources section of the book, strategies for leading in a way that meets followers' four basic needs are presented. (Note: You only need to read the pages that address your top five strengths.) Do any of these suggestions resonate with you? Which strategies do you believe would make the biggest impact if you implemented them at work?
4. According to Rath and Conchie, how are team members typically selected? Why is this problematic? What do leaders need to understand to build an effective team? Use the chart on page 24 (How the 34 themes sort into the four domains of leadership strength) to identify what you bring to a team. For example, do your strengths fall primarily into one category or are they spread out over several? Are you actively and consistently using your strengths on your team? Explain. Is your team balanced (i.e., are all four domains covered or are everyone's strengths in the same one or two categories)? Discuss. Remember, individuals don't need to be well-rounded, but teams do.

Written Communication Guidelines

- Effective written communications is a key component of this course. Present your work in a fashion that you would be proud of if it were to be read by the head of your organization.
- The expectation is that each of you is aware of the computer software's capability regarding spell check, grammar check, and formatting. The instructor reserves the right to take off points for unclear wording, grammatical errors, and misspellings.
- For the body of a paper, use a 12-point Times New Roman font and single-spacing (with double-spacing between paragraphs).
- All papers should be submitted to the Assignment box.

Module 1: Elements of Effective Leadership

Objectives:

At the conclusion of this module, students will be able to:

- Define leadership.
- Identify the variety of ways to evaluate leadership effectiveness.
- Describe the major differences between leadership and management.
- Explain the process by which leaders create and maintain the organizational culture.
- Identify your own leadership style and philosophy.
- Identify one leadership problem (i.e., conundrum) that you would like to solve during this course.

Assignment Overview:

Action	Items to be Completed:	Due No Later Than:
Read	Chapters 1, 2, and 3 from Yukl	
Read	"Personal Leadership Conundrum" article	
Post	Introduction to the class	Thursday 11:59 PM EST/EDT
Post	Initial reply to discussion question	Thursday 11:59 PM EST/EDT
Post	Responses to at least two classmates	Sunday 11:59 PM EST/EDT

Module 2: Leadership Styles

Objectives:

At the conclusion of this module, students will be able to:

- Describe the difference between historical and current thinking regarding the role of traits in effective leadership.
- Identify the different generations in the workplace today and the different views of leadership associated with each group.
- Describe the relationship between emotional intelligence and leadership.

Assignment Overview:

Action	Items to be Completed:	Due No Later Than:
Read	Chapters 5 and 9 from Yukl	
Post	Initial reply to discussion question	Thursday 11:59 PM EST/EDT
Post	Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit	Leadership Project Proposal	Sunday 11:59 PM EST/EDT

Module 3: Power in Organizations

Objectives:

At the conclusion of this module, students will be able to:

- Discuss what the major sources of power are.
- List the responses or outcomes associated with the different types of power.
- Explain how power is abused in organizations and the consequences.
- Explain how traits and skills relate to the derailment of certain leaders.

Assignment Overview:

Action	Items to be Completed:	Due No Later Than:
Read	Chapters 8 and 6 from Yukl	
Read	"Leadership That Gets Results" article	
Post	Initial reply to discussion question	Thursday 11:59 PM EST/EDT
Post	Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit	Reflection Essay	Sunday 11:59 PM EST/EDT

Module 4: Models of Leadership

Objectives:

At the conclusion of this module, students will be able to:

- Define charismatic and transformational leadership.
- Explain the difference between ethical and unethical charisma.
- Compare and contrast the traits, behaviors and influence processes that are involved in charismatic and transformational leadership.
- Compare and contrast some of the more popular contingency models of leadership.

Assignment Overview:

Action	Items to be Completed:	Due No Later Than:
Read	Chapters 7, 12, and 13 from Yukl	
Post	Initial reply to discussion question	Thursday 11:59 PM EST/EDT
Post	Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit	Midterm Exam	Sunday 11:59 PM EST/EDT

Module 5: Strategic Leadership

Objectives:

At the conclusion of this module, students will be able to:

- Define the characteristics of strategic decisions.
- Understand the five elements of strategy.
- Identify the features of top management teams that make them effective.

Assignment Overview:

Action	Items to be Completed:	Due No Later Than:
Read	Chapter 11 from Yukl	
Read	"Are You Sure You Have a Strategy?" and "Teamwork at the Top" articles	
Post	Initial reply to discussion question	Thursday 11:59 PM EST/EDT
Post	Responses to at least two classmates	Sunday 11:59 PM EST/EDT

Module 6: Leading Diverse Teams

Objectives:

At the conclusion of this module, students will be able to:

- Determine when a team should make a decision instead of the leader individually.
- Identify the benefits of using teams in organizations.
- Discuss how the role of a leader changes in a team environment.

Assignment Overview:

Action	Items to be Completed:	Due No Later Than:
Read	Chapters 10 and 14 from Yukl	
Post	Initial reply to discussion question	Thursday 11:59 PM EST/EDT
Post	Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit	Reflection Essay	Sunday 11:59 PM EST/EDT

Module 7: Leading Change

Objectives:

At the conclusion of this module, students will be able to:

- Describe the speed of today's business environment with respect to change.
- Outline the external and internal forces that drive change and be familiar with examples of each type.
- Discuss Kurt Lewin's model of the change process and explain the leader's role at each stage.

Assignment Overview:

Action	Items to be Completed:	Due No Later Than:
Read	Chapter 4 from Yukl	
Read	"Leading Change" (Kotter, 1995) article	
Post	Initial reply to discussion question	Thursday 11:59 PM EST/EDT
Post	Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit	Leadership Project Paper	Sunday 11:59 PM EST/EDT

Module 8: Developing Tomorrows' Leaders and Beyond

Objectives:

At the conclusion of this module, students will be able to:

- Describe the three categories of leadership development programs.
- Identify the most important conditions that must exist for learning to occur.
- Explain how a leader can influence each of the learning conditions.
- Integrate the information learned about leadership into a model.

Assignment Overview:

Action	Items to be Completed:	Due No Later Than:
Read	Chapters 15 and 16 from Yukl	
Post	Initial reply to discussion question	Thursday 11:59 PM EST/EDT
Post	Responses to at least two classmates	Sunday 11:59 PM EST/EDT
Complete	Final Exam	Sunday 11:59 PM EST/EDT