

**LDR 3930 – Fall 2014 (3 credits)  
Contemporary Issues in Leadership**

**TITLE**

Contemporary Issues in Leadership

**COURSE NUMBER**

LDR 3930

**CREDIT HOURS**

Three (3) credit: Students enrolled for credit (3) credit hours will be expected to devote 45 contact hours, plus assignments.

**PREREQUISITES, COREQUISITES**

This is an elective class designed for student leaders and those who aspire to leadership roles.

**COURSE LOGISTICS**

This course will be taught in a face-to-face, hybrid and on-line format. The exact meeting times and locations will be announced on specific course syllabi.

**INSTRUCTOR INFORMATION**

Each instructor will include his/her contact information such as office address, phone number and email address. Only faculty that are credential with a Master's in related field and approved will teach this course.

**TA CONTACT INFORMATION**

Will be included, as appropriate.

**COURSE DESCRIPTION**

This course offers students interested in the dynamics of contemporary leadership the opportunity to explore relevant leadership trends and examine contemporary leadership theories and schools of thought using articles, film/documentaries, group learning/projects, and experiential activities as the learning medium. There are assigned and required textbooks with related readings for this class.

**COURSE OBJECTIVES AND STUDENT LEARNING OUTCOMES**

As a result of classroom discussions, presentations, and readings this course will help you to:

1. Develop an understanding of contemporary leadership issues and problems
2. Demonstrate knowledge of contemporary leadership issues through facilitated discussion
3. Synthesize knowledge of leadership theories with contemporary leadership issues

**COURSE EVALUATION METHODS AND COURSE REQUIREMENTS/  
EXPECTATIONS**

**Expectations**

**Attendance and Participation:** Class attendance and participation is an indication of students' commitment and professionalism; therefore, attendance will be taken and participation will be

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observed. Students are expected to attend all class sessions and actively engage in on line activities. Students who are ill or have some emergency that requires them to miss class must contact the professor in advance to be excused from class. Students who are not excused from class will lose 5 points. Students who anticipate the necessity of being absent from class due to the observation of a major religious observance or participation on an FAU athletic team must provide notice of the date(s) to the professor prior to the class being missed. Students are also expected to be on time to all classes. Any student who arrives late to class will lose 2.5 points.

For on line classes, students are expected to participate actively in all assignments and complete them on time. No assignments will be accepted late.

**Readings:** With on-line, face-to-face and hybrid classes, all students are expected to read assignments thoroughly and be prepared for class activities and discussions.

**Assignments/Grades:** Grades will be determined by class attendance, completion of assignments, and participation. If students participate in all classes and submit all assignments on time, they will pass this course.

<b>Assignment</b>	<b>Total Points</b>
Class Attendance and Participation	75 points
Discussion Board Posts	100 points
Reflection Papers	100 points
Current Events	40 points
Midterm Exam	35 points
<u>Final Synthesis Paper</u>	<u>50 points</u>
<b>TOTAL</b>	<b>400 points</b>

A (94-100)	A- (90-93)	B+ (87-89)	B (86-84)	B- (80-83)	C+ (77-79)
C (74-76)	C- (70-73)	D+ (67-69)	D (66-64)	D- (63-60)	F (59 and below)

**Grade Assessment**

<i>Grade</i>	<i>Total Points</i>
<b>A</b>	<b>360-400</b>
<b>B</b>	<b>320-359</b>
<b>C</b>	<b>280-319</b>
<b>D</b>	<b>240-279</b>
<b>F</b>	<b>239 and below</b>

**COURSE ASSIGNMENTS**

**Class Attendance and Active Participation (15 classes, 5 pts per class)**

To be decided by the learning community and updated after the first class meeting.

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**Online Discussion and Personal Posts (10 posts, 10 pts per post)**

Students will be asked to participate in on-line discussions on assigned contemporary leadership issues and topics between the class sessions. This will require effort on your part but is designed to be flexible. Information on this assignment can be found on Blackboard.

**Weekly Reading Reflection Papers (10 reflections, 10 pts per reflection)**

Read the assigned readings for each class period. Read it twice if needed. Bring to class your **typed notes**, questions or “ah-ha” moments related to the readings. Your instructor will do the same. The instructor will facilitate discussion, clarify main points, physically separate disagreeing parties, and provide closure.

**Current Events in Leadership Discussion Leader (1 class period, 40 pts TOTAL)**

**Current Event Leadership Application Paper (20 pts)**

Meet with your partner(s) or on your own and read the newspaper. Reading an online newspaper will be sufficient as well. Investigate issues, people, leaders, events, concepts, etc. demonstrating the weekly readings theme in action. Individually write a 1 to 2 page (minimum), typed paper, analyzing a newspaper article using concepts presented through the Contemporary Issues/Adaptive Leadership readings. Do not summarize the article. You should choose an article different from the one chosen by your partner(s).

**Discussion Leader –(20 pts)**

During your assigned class period, bring your newspaper article and the application paper you wrote on your selected article. Be prepared to discuss your paper as well as other articles related to the theme. You will lead the class in a discussion about your application paper.

**Midterm (35 pts)**

To be decided by the learning community.

**Final Synthesis Paper (50 pts)**

Students will be asked to provide closure to their understanding of contemporary leadership based on their experience in this course. A 4-6 page typed final synthesis paper based on questions from the instructor will be required.

**POLICY ON MAKE-UP WORK, LATE WORK, AND INCOMPLETES**

**Deadlines:** Students are expected to complete all assignments on time. Late work will not be accepted unless the student has been excused from class and the professor gives permission for the work to be handed in at a later date.

**Incompletes:** Grades of Incomplete (“I”) are reserved for students who are passing the course but have not completed all the required work because of exceptional circumstances

**SPECIAL COURSE REQUIREMENTS**

There are no special course requirements

**CLASSROOM ETIQUETTE POLICY**

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Students are expected to come to class prepared for active participation. Students are expected to experience learning through many different avenues and participate in each to his or her fullest capacity. In class, students will work in small teams to discuss readings, engage in simulations, and prepare for guest scholar and leader visits, and use theory to enhance practice through carefully designed group activities. The teams will allow students to apply leadership theory and concepts in diverse contexts. The classroom will be a safe environment for exploring ideas and challenging assumptions. It is an expectation that each student will take the necessary actions to respectfully listen to the voices of others and share their own opinions and values. Students and the instructor are expected to treat others with respect.

Students are expected to approach assignments with thoughtful consideration and to be thorough in their completion. In all written assignments, students will be expected to present solid content and to convey their message using appropriate grammar, syntax, punctuation, and language. Written assignments will be reviewed for both content and presentation. Unless otherwise noted, written assignments are to be typed, double-spaced, in 12-point Times New Roman font, with one-inch margins. All citations must be in APA format.

Students should expect the instructor to come prepared. The instructors will be willing listeners with regard to student concerns. Students may expect the instructors to be available outside of class to give additional help or support. These meetings will be scheduled to meet the students' and instructor's schedules.

**DISABILITY POLICY STATEMENT**

In compliance with the Americans with Disabilities Act (ADA), students who require special accommodation due to a disability to properly execute course work must register with the Office for Students with Disabilities (OSD) -- in Boca Raton, SU 133 (561-297-3880); in Davie, LA 240 (954-236-1222); in Jupiter, SR 117 (561-799-8585); or at the Treasure Coast, CO 128 (772-873-3305) – and follow all OSD procedures.

**ACADEMIC INTEGRITY AND HONOR CODE STATEMENT**

Students at Florida Atlantic University are expected to maintain the highest ethical standards. Academic dishonesty is considered a serious breach of these ethical standards, because it interferes with the University mission to provide a high quality education in which no student enjoys an unfair advantage over any other. Academic dishonesty is also destructive of the University community, which is grounded in a system of mutual trust and places high value on personal integrity and individual responsibility. Harsh penalties are associated with academic dishonesty. For more information, see the Code of Academic Integrity in the University Regulations at:

[http://www.fau.edu/regulations/chapter4/4.001\\_Code\\_of\\_Academic\\_Integrity.pdf](http://www.fau.edu/regulations/chapter4/4.001_Code_of_Academic_Integrity.pdf).

**Plagiarism:** Students are often under the impression that cheating only applies to copying material off another student's exam. However, there are other forms of serious academic dishonesty to avoid. Plagiarism is the appropriation of passages, either word for word, or in substance, from the writings of another and the incorporation of those passages as *one's own written work* offered for credit. It is always assumed that the written work offered for credit is

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the student's own unless proper credit is given the original author by the use of quotation marks or appropriate citations in the text. This includes the copying of reports and homework, or the unchanged use of the essential ideas or conclusions of such work, as well as other themes, theses, books, or pamphlets. Collusion is collaboration with another person in the preparation or editing of notes, themes, reports, or other written work offered for credit *unless such collaboration is specifically approved in advance by the instructor*. Examples of collusion include extensive use of another's ideas for preparing a creative assignment and undue assistance in the preparation or editing of written materials. A student guilty of plagiarism and/or cheating will receive a grade of F in the course and the grade will be so recorded on the transcript. Students giving and receiving assistance in any unauthorized fashion during an examination subject themselves to this cheating policy. A pattern of cheating will result in suspension.

**REQUIRED TEXT AND READINGS**

Contemporary Issues in Leadership, 6<sup>th</sup> Edition, edited by William E. Rosenbach and Robert L. Taylor, Westview Press, 2006.

The Practice of Adaptive Leadership. Ronald Heifetz, Alexander Grashow, and Marty Linsky. Harvard Business Press, 2009.

**SUPPLEMENTAL READINGS**

Supplemental readings, power points and videos will be available on the Blackboard site. Additionally, the text offers excellent supplemental readings which will be referenced in this class.

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**COURSE TOPICAL OUTLINE, INCLUDING DUE DATES FOR ASSIGNMENTS**

**Week 1**

**Class Topic:** Course Introduction: Adaptive Leadership  
Book Introductions/Requirements  
Discussion Leader/Application Paper Assignments

**Readings Required:** *Adaptive Leadership (AL) pg. 1-40*  
**Assignments Due:** *None*

**Week 2**

**Class Topic:** Leadership and Hurricane Katrina

**Readings Required:** *Adaptive Leadership (AL) pg. 41-45*

**Assignments Due:** Free write 5 things you remember about Hurricane Katrina

**Week 3**

**Class Topic:** The Heart of Leadership

**Readings Required:** *Adaptive Leadership (AL) pg. 49-67*  
*Contemporary Issues in Leadership (CIL) pg. 1-43*

**Assignments Due:** Online Discussion Post (1)  
Reading Reflection Paper (1)  
\*Group (1) – Discussion Leader  
\*Group (1) – Contemporary Issues in Leadership Application Paper

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**Week 4**

**Class Topic:** The Heart of Leadership

**Readings Required:** *Adaptive Leadership (AL) pg. 69-87*  
*Contemporary Issues in Leadership (CIL) pg. 45-75*

**Assignments Due:** Personal Post (1)  
Reading Reflection Paper (2)  
\*Group (2) – Discussion Leader  
\*Group (2) – Contemporary Issues in Leadership Application Paper

**Week 5**

**Class Topic:** Leadership Legacies

**Readings Required:** *Adaptive Leadership (AL) pg. 89-108*  
*Contemporary Issues in Leadership (CIL) pg. 77-107*

**Assignments Due:** Online Discussion Post (2)  
Reading Reflection Paper (3)  
\*Group (3) – Discussion Leader  
\*Group (3) – Contemporary Issues in Leadership Application Paper

**Week 6**

**Class Topic:** Leadership Legacies

**Readings Required:** *Adaptive Leadership (AL) pg. 109-123*  
*Contemporary Issues in Leadership (CIL) pg. 109-121*

**Assignments Due:** Personal Post (2)  
Reading Reflection Paper (4)  
\*Group (4) – Discussion Leader

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**\*Group (4) – Contemporary Issues in Leadership Application  
Paper**

**Week 7**

**Class Topic:** The Follower Factor

**Readings Required:** *Adaptive Leadership (AL) pg. 79-95 pg. 125-148*  
*Contemporary Issues in Leadership (CIL) pg. 123-153*

**Assignments Due:** Online Discussion Post (3)  
Reading Reflection Paper (5)  
\*Group (5) – Discussion Leader  
\*Group (5) – Contemporary Issues in Leadership Application  
Paper

**Week 8**

**Class Topic:** Orchestrating Conflict!  
Information on the Midterm

**Readings Required:** *Adaptive Leadership (AL) pg. 149-164*

**Assignments Due:** Personal Post (3)  
Reading Reflection Paper (6)  
\*Group (6) – Discussion Leader  
\*Group (6) – Contemporary Issues in Leadership Application  
Paper

**Week 9**

**Class Topic:** Building an Adaptive Culture

**Readings Required:** *Adaptive Leadership (AL) pg. 165-175*

**Assignments Due:** **MIDTERM**



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**Week 10**

**Class Topic:** Learning to Lead

**Readings Required:** *Adaptive Leadership (AL) pg. 177-186*  
*Contemporary Issues in Leadership (CIL) pg. 155-184*

**Assignments Due:** Online Discussion Post (4)  
Reading Reflection Paper (7)  
\*Group (7) – Discussion Leader  
\*Group (7) – Contemporary Issues in Leadership Application  
Paper

**Week 11**

**Class Topic:** Learning to Lead

**Readings Required:** *Adaptive Leadership (AL) pg. 187-208*  
*Contemporary Issues in Leadership (CIL) pg. 185-231*

**Assignments Due:** Personal Post (4)  
Reading Reflection Paper (8)  
\*Group (8) – Discussion Leader  
\*Group (8) – Contemporary Issues in Leadership Application  
Paper

**Week 12**

**Class Topic:** Leadership As A Paradox

**Readings Required:** *Adaptive Leadership (AL) pg. 209-230*  
*Contemporary Issues in Leadership (CIL) pg. 233-256*

**Assignments Due:** Online Discussion Post (5)  
Reading Reflection Paper (9)

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\*Group (9) – Discussion Leader  
\*Group (9) – Contemporary Issues in Leadership Application Paper

**Week 13**

***Class Topic:*** *Leadership As A Paradox*

***Readings Required:*** *Adaptive Leadership(AL) pg. 231-262*  
*Contemporary Issues in Leadership (CIL) pg. 257-284*

**Assignments Due:** Personal Post (5)  
Reading Reflection Paper (10)  
\*Group (10) – Discussion Leader  
\*Group (10) – Contemporary Issues in Leadership Application Paper

**Week 14**

***Class Topic:*** “If God is Willing & da Creek Don’t Rise”  
Final Synthesis Paper Information

***Readings Required:*** *Adaptive Leadership (AL) pg. 263-297*

**Assignments Due:** {Adaptive Leadership handout}

**Week 15**

***Class Topic:*** Thrive: Leadership for Our Society

***Readings Required:*** *None*

**Assignments Due:** Final Synthesis Paper