Leadership Theory in Organizations
Have you ever asked yourself: what makes a great leader? If so, you are joining the likes of countless researchers and practitioners who have been trying to answer this through grounded theory for decades. Are leaders born? Are they bred? This course will attempt to examine a number of valid theories, and provide you with a bedrock of leadership information that can be readily transferred to your place of work. This course will focus on practical applications including an introduction to different leadership theories, case analysis, and hands-on experience with leadership instruments for both the individual and organizations.

**Class 1: September 4th - Introduction**
- Personal Introductions
- Go through syllabus
- Discussion/definitions of leadership

**Class 2: September 11th - Chapter 1 and Trait Approach - Online**
- Introduction to “great man” theories
- Individual perceptions about leadership
- Visionary/charismatic leadership
  - Intelligence
  - Self confidence
  - Determination
  - Integrity
  - Sociability
Leadership Instrument: Trait Questionnaire

**Class 3: September 18th - Skills Approach**
- A leader-centered perspective
- Shift in focus from innate characteristics to skills and abilities that can be learned and developed
- Skills of an effective administrator; leaders ability to solve complex, organizational problems
- Skills-based model: three skill approach
  - Technical skills
  - Human skills
  - Conceptual skills
Leadership Instrument: Skills Inventory

**Style Approach**
- Emphasis on the behavior of the leader – what they do and how they act
- Two general kinds of behaviors:
  1. Task
  2. Relationship
- Look at the Ohio studies and the Michigan studies
- Blake and Mouton’s Managerial Grid
  - Authority/compliance
  - Country club manager
Impoverished manager
- Middle of the road manager
- Team manager

Leadership Instrument: Style Questionnaire

**Class 4: September 25th - Situational Approach - Online**
- Different situations demand different kinds of leadership – the individual adapts his/her style to the demands of different situations
- Directive and supportive dimension
  - Delegating
  - Supporting
  - Coaching
  - Directing

Leadership Instrument: Situational Leadership, A Brief Questionnaire

**Leader-Member Exchange Theory**
- Centers on interactions between leaders and followers
- Dyadic relationship as the focal point of the leadership process
- Vertical dyad linkage (VDL) theory: In-groups and Out-groups
- Quality of leader-member exchanges related to positive outcomes
- Phases in leadership making

Leadership Instrument: LMX7 Questionnaire

**Class 5: October 2nd - Team Leadership; Paper 1 due**
- One of the most popular and rapidly growing areas of leadership theory and research
- Study of human groups
- Research on the effectiveness of organizational teams
- Function of leaders within a team:
  - Team performance and team development
  - Monitoring v. taking action
  - Internal v. external issues
- Characteristics of effective teams

Leadership Instrument: team Excellence and Collaborative Team Leader Questionnaire

**Class 6 & 7: October 16th (online) and 23rd - Transformational Leadership**
- Part of the “new leadership” paradigm – the charismatic and affective elements of leadership
- A process that changes and transforms individuals
- Concern with emotions, values, ethics, standards and long-term goals
- Distinction between transactional and transformational leadership
- Charismatic:
  - Idealized influence
  - Inspirational motivation
  - Intellectual stimulation
  - Individualized consideration

Leadership Instrument: Multi-Factor Leadership Questionnaire (MLQ) Form 6S
Class 8:  
October 30th - Women and Leadership (online)
- Definitions
- Male and female differences in behaviors and effectiveness
- Barriers to women/leader advancement
Leadership Instrument: Gender Consciousness Questionnaire

Class 9:  
November 6th - Culture and Leadership
- Description and Culture Defined
- Dimensions of Culture
- Leadership Behavior and Culture Clusters
  - Analysis of different profiles
Leadership Instrument: Dimensions of Culture Questionnaire

Class 10:  
November 13th - Leadership Ethics/Paradoxes of Leadership (online)
- Defining ethics
- Overview of ethical theories
- Why ethics is central to leadership
- Some unique perspectives
- 2 Case Studies
Leadership Instrument: Perceived Leader Integrity Scale

Psychodynamic Approach
- Leaders are more effective when they have insight into their own psychological make-up
- Leaders are more effective when they understand the psychological make-up of their subordinates
- No personality type is “better”, rather, important to have insight into one’s own emotional responses and habitual patterns of behavior
- Focus on learned and deep-seated emotional responses that are not in the immediate awareness
- Personal characteristics are deeply ingrained and virtually impossible to change in a significant way
- Important Concepts:
  - Family of origin
  - Maturation/individuation
  - Dependence/independence
  - Regression and shadow self
  - Archetypes
Leadership Instrument: Psychodynamic Approach Survey

Class 11 and 12:  
November 20th (paper 2 due) and November 27th – Student Presentations
**Homework:**

Each week a chapter(s) from Northouse will be assigned along with additional articles. You have two papers due during the semester and a final presentation. One paper will be due at the beginning of class 5, and one due at the beginning of class 11. There is also one turn-in assignment as follow-up to the in-class movie – this is due at the beginning of class 8. Final presentations will be held on the last two class days of the semester.

Grading will be as follows:

- Class participation: 25%
- Online participation: 25%
- Papers/Assignment: 25%
- Final presentation: 25%

As the grading indicates, in-class participation is 25% of your grade. This means that class attendance/showing up on time is mandatory, and, due to the limited number of on campus meetings, attendance is required at ALL scheduled dates. You should come to class prepared to share your insights on the readings. Also, as cited above, online participation is 25% of your grade. This means that it is a course requirement to participate in the online discussions. There are 5 scheduled online discussions, each of which is worth 5% of your grade.

Paper guidelines will be distributed closer to paper due date.

Finally, please feel free to contact me anytime during the semester as questions and/or concerns arise. Enjoy your semester!