



**INSTRUCTOR/CONTACT INFORMATION:**

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**PREREQUISITES:** None

**COURSE OBJECTIVES:**

ALDR 3900 serves as an opportunity for students:

1. to develop awareness as it pertains to personal leadership and service;
2. to identify effective leadership traits and styles in self and others;
3. to develop and define personal vision and shared vision
4. to understand their leadership vision and personal values; and,
5. to complete a service learning activity to add to their personal leadership development.

**COURSE TEXTS:**

*The Student Leadership Challenge: Five Practices for Exemplary Leaders* by James M. Kouzes, Barry Z. Posner (ISBN: 978-0-470-17705-1).

**COURSE POLICIES:**

**Participation** in both class meetings and small group meetings is necessary to meet learning objectives. You are expected to be in class each session. Attendance may be taken at any time. To be "present," you must be in class at the official "beginning time" and remain until dismissed by the instructor. Because of the importance of attendance and participation, poor attendance and/or lack of participation will impact your final grade.

**Explanation of assignments** (written or verbal) will be made in class. Assignments are due at the BEGINNING of the class on the due date. Late assignments are penalized 10% per day.

**Assignments will not be accepted more than 3 weekdays after the due date.**

**Revisions** to this syllabus may be made at the discretion of the instructor. **Changes in dates and topics will be announced in class and may not be communicated in writing.**

**Plagiarism:** UGA has adopted "A Culture of Honesty." In the spirit of this culture, plagiarism is the representation of someone else's ideas as if they were one's own. Where the arguments, data, designs, etc. of someone else are being used in a paper, report, oral presentation, or similar academic project, this fact must be made explicitly clear by citing the appropriate references. The references must fully indicate the extent to which any parts of the project are not one's own work. Also, one must not suppose that only verbatim copying requires crediting. Paraphrasing someone else's ideas is still using someone else's ideas, and must be acknowledged. Students who are found guilty of academic dishonesty or misconduct are subject to disciplinary action by the instructor and/or university. If you have any questions, please see your instructors or consult the policy at

[http://www.uga.edu/honesty/ahpd/culture\\_honesty.htm](http://www.uga.edu/honesty/ahpd/culture_honesty.htm)

**COURSE EVALUATION:**

Assignment	Assignment Description	Points	Due Date
Participation and Attendance (7.5 %)	Attendance and participation points will be earned throughout the semester through roll call, mini-assignments, and/or pop-quizzes	75 Points	NA
Leadership Development Papers (37.5 %)	Personal Leadership Philosophy Leadership Interview Self Reflection on LPI Leadership Book Review	75 Points 100 Points 100 Points 100 Points	Jan 20 Apr 09 Mar 19 Apr 21
Team Project (25 %)	Team Contract Service Objectives/Plan Team Portfolio Team Presentation	50 Points 50 Points 100 Points 50 Points	Jan 29 Feb 5
Mid-term Exam (10%)	Exams will be based on class discussion and readings and may utilize T/F, MC, Short Answer and/or Essay	100 Points	Mar 24
Individual Project (10 %)	Personal Vision	100 Points	Mar 5
Final (10 %)	Personal Leadership Philosophy	100 Points	May 7

**COURSE GRADE:**

Grades will be calculated based on points earned. There are a total of 1000 points available. Grades will be assigned based on the following scale:

A = 935 and above	B+ = 894-855	C+ = 794-755	D = 694-595
A - = 934-895	B = 854-825	C = 754-725	F = 594 and below.
	B - = 824-795	C - = 724-695	

## COURSE SCHEDULE AND READINGS:

Date	Course Topics	Required Reading/ Assignments Due
Jan 8	Introductions and Syllabus	Purchase text
Jan 13	Defining Leadership	
Jan 15	Personal Leadership Philosophy	
Jan 20	Group member roles	Leadership Philosophy (1) Due
Jan 22	Team Development and Project Discussion	
Jan 27	Service and Servant Leadership: Finding your voice in your project	
Jan 29	Developing your project (Gantt Charts etc) Introduction to K&P	Group contract & contact information due
Feb 3	Model the Way/Values	Chapter 1, 2, & 3
Feb 5	What is a Values Based Leader?	Gantt charts due
Feb 10	Developing a personal vision & Inspiring a Shared Vision	Chapter 4
Feb 12	Igniting the Spark: Examples of Shared Vision	
Feb 17	Challenge the Process	Chapter 5
Feb 19	Current Examples of Challenges	Submit book title for book report
Feb 24	Enable Others to Act	Chapter 6
Feb 26	Ways to Enable Others	
Mar 3	Encourage the Heart	Chapter 7
Mar 5	Encouraging the Heart in Action	Personal Vision Due
Mar 10-12	<b>SPRING BREAK</b>	
Mar 17	Personal Vision Discussion	
Mar 19	Completing the K&P Picture	Chapter 8 Self Reflection on LPI Due
Mar 24	<b>MID TERM EXAM</b>	

Mar 26	Guest Speaker	
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Date	Course Topics	Required Reading/ Assignments Due
Mar 31	Leading in a Global World	
Apr 2	Personality and Leadership	
Apr 7	Views and Costs of Leadership	
Apr 9	The Relational Leadership Model	Leadership Interview Due
Apr 14	Team Preparation	
Apr 16	Congruence and Authenticity in Leadership	
Apr 21	<b>BOOK ANALYSIS DISCUSSIONS</b>	Book Analysis Due
Apr 23	Team Presentation Practice	
Apr 28	<b>TEAM PRESENTATIONS</b>	Team Portfolio Due
Apr 30	Pulling it all together	
May 7	<b>FINAL EXAM 8:00-11:00</b>	Personal Leadership Philosophy 2

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**ALDR 3900**  
**Personal Leadership Philosophy**

**SITUATION:** In *The Art of Leadership*, Manning and Curtis state that leadership “has been central to human interaction since the dawn of society. Excellence in leadership requires the ability to attract capable people, motivate them to put forth their best efforts, and solve problems that arise. These are difficult tasks, which helps explain why leadership is rare and why we respect those who excel” (p. 1).

Because leadership is so complex, leadership scholars cannot decide on a universal definition that contains all of the necessary components of viable leadership. Leadership is also a very personal phenomenon which is seen and acted upon in different ways.

**ASSIGNMENT:** Because of the complexities of leadership, you are charged with composing your own leadership philosophy. In this paper, express what you believe are “truths” of leadership. What do you believe leadership is? Are leaders born or made? How can you (or can you) develop leadership skills and behaviors? How do you define a successful leader? How can you tell effective leaders from less effective ones? These questions are meant to be a guide to get you started. Additional thoughts on leadership will be required.

This paper should be 1 ½ to 2 pages: doubled spaced and 12 point font.

**SPECIFICATIONS:** Please write these papers in a direct, easy to read format. For this assignment, you can utilize bullet points instead of narrative format, if you wish. You only have two pages, so you may need to limit the amount of creative writing used in your paper. Be certain to cover each of the required elements.

<b><i>GRADING CRITERIA:</i></b>	<b><i>Possible</i></b>	<b><i>Assigned</i></b>	<b><i>Comments</i></b>
<b><i>Professionalism</i></b>	<b><i>15 points</i></b>	_____	
<b><i>Depth of thought</i></b>	<b><i>50 points</i></b>	_____	
<b><i>Writing effectiveness</i></b>	<b><i>10 points</i></b>	_____	
<b><i>Total</i></b>	<b><i>75 points</i></b>	_____	

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**ALDR 3900**  
**Leadership Interview Reflection Paper**

**SITUATION:** Thomas E. Cronin, in the article "Thinking and Learning about Leadership" published in *The Leader's Companion*, wrote: "Much can be learned from mentors and from intern-participant observing. Much can also be learned about leadership by getting away from one's own culture and examining how leaders in other circumstances go about the task of motivating and mobilizing others. Countless learning opportunities exist that can sharpen a student's skills as a speaker, debater, negotiator, problem clarifier and planner. "

**ASSIGNMENT:** Your assignment is to identify a leader and to interview him or her regarding his or her leadership role. Specifically, you want to develop an understanding of how this individual became a leader and if they are satisfied with their current level of leadership. In your paper, you will summarize the interview highlighting what you believe to be the most important findings of the interview and then **evaluate** the interview based on class discussion and the readings. Examples of possible interview questions include the following:

- How much of your life is about leadership?
- Do you see yourself as a leader?
- How comfortable do you feel in that identity?
- Did you actually choose to become a leader?
- What has helped you learn leadership?
- Would you like to be more (or less) of a leader?
- Do the benefits of leadership outweigh the costs?

**SPECIFICATIONS:** Please write these papers in a direct, easy to read format. You only have two pages, so you may need to limit the amount of creative writing used in your paper. Be certain to cover each of the required elements in each assignment. *Do not write about what your interviewee said. Your paper should discuss what you learned from or thought of what the interviewee said.* What view of leadership does this person have? What costs were identified? Does that match our discussion in class?

*A good format to use is the essay format. This is a format in which you use an introductory paragraph to introduce the topics and the elements about which you will be writing. You then use a number of paragraphs, usually 3-7, to address the elements of the assignment. The final one or two paragraphs are the conclusion, in which you bring all the elements together to illustrate how they tie in with one another and how they apply to you as a leader.*

<b>GRADING CRITERIA:</b>	<b>Possible</b>	<b>Assigned</b>	<b>Comments</b>
<b>Professionalism</b>	<b>20 points</b>	_____	
<b>Depth of thought</b>	<b>60 points</b>	_____	
<b>Writing effectiveness</b>	<b>10 points</b>	_____	
<b>Total</b>	<b>100 points</b>	_____	

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**ALDR 3900**  
**LEADERSHIP VISION**

**SITUATION:** Leaders are confronted with building a shared vision for an organization. However, it is the responsibility of all members of an organization to create and carry out a vision for the future. The challenge in creating a shared vision is to “create a sense of purpose that binds people together and propels them to fulfill their deepest aspirations...the discipline of building shared vision is centered around a never-ending process, whereby people in an organization articulate their common stories -- around vision, purpose, values, why their work matters, and how it fits in the larger world.”<sup>1</sup> To create a vision, leaders must first articulate their personal vision. Then, their personal vision statement evolves into a sense of the organization’s shared vision. Finally, the leader compares the shared vision with the current realities of the organization.

**ASSIGNMENT:** This assignment is the first step in creating a leadership vision. Your task is to articulate your personal vision by addressing **8** of the following categorical questions.

1. ***Self-image:*** If you could be exactly the kind of person you wanted, what would your qualities be?
2. ***Tangibles:*** What material things would you like to own?
3. ***Home:*** What is your ideal living environment?
4. ***Health:*** What are your aspirations for health, fitness, athletics, and anything to do with your body?
5. ***Relationships:*** What types of relationships would you like to have with friends, family, and others?
6. ***Work:*** What is your ideal professional or career situation?
7. ***Personal pursuits:*** What would you like to create in the arenas of individual learning, travel, reading, and other activities?
8. ***Community:*** What is your vision for the community or society you will live in?
9. ***Other:*** What else, in any other arena of your life, would you like to create?
10. ***Life purpose:*** Imagine that your life has a unique purpose--fulfilled through what you do, your interrelationships, and the way you live. Describe that purpose, as another reflection of your aspirations.

Your vision is yours! In other words, you may format it in any style or delivery.

**GRADING CRITERIA:**

	Possible	Awarded	Comments
1. 8 categories addressed	30 points	_____	
2. Depth, degree of thought	60 points	_____	
3. Creativity	10 points	_____	
TOTAL	100 POINTS	_____	

**TURN IN THIS SHEET AS YOUR COVER SHEET**

<sup>1</sup>The Fifth Discipline Fieldbook, Peter Senge and others, A Currency Book, Doubleday, New York, 1994.

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**ALDR 3900  
Leadership Book Review**

**SITUATION:** Hundreds of books have been written addressing the topic of leadership. There are whole sections on leadership at Barnes and Noble, Amazon, Borders, and even the airport. Like any category of books, some are great and others...well are kind of cheesy. Some books chronicle a noted leader's journey to and from leadership, some are autobiographies of leaders, some are self-help books, some are marketed as sure fixes for leadership issues.

Beyond the vast amount of books written, Brungardt (1996) breaks down the development of leadership skills and potential into three categories: leadership training, education, and development. Training involves those activities where you learn specific leadership skills, education is more formalized and focuses on learning leadership, and development is the combination of training and education. But Flaum (2000) states leadership is only truly learned in the leadership moment. You must be actively engaged in leadership to grow as a leader. The question then stands, if leadership is best learned while doing, can leadership education come from books?

**ASSIGNMENT:** Grab a latte, search Amazon, Barnes and Noble, etc and find a leadership book that sparks your interest. There are tons of books covering everything from coaches to rock stars to CEOs to presidents to more self-help. Then read your book. As you read, make notes in the margin. Some questions to ponder: Does this sound like something we have discussed in class? Do you think this is a plausible way to look at leadership? Do you believe you can learn leadership from reading a book? What are your general thoughts on this book?

Also, you will give a 3-5 minute presentation about your book in class because the book you read might be the exact book a classmate needs in their leadership development.

**SPECIFICATIONS:** This review needs to be 2-3 pages in length. Start with a short overview of the book. Then discuss what aspects of the book match what we have learned in class. Follow that with your overall thoughts on learning leadership from books. Then end with a general statement regarding your thoughts on the book, ie would you recommend it to others.

<b><i>GRADING CRITERIA:</i></b>	<b><i>Possible</i></b>	<b><i>Assigned</i></b>	<b><i>Comments</i></b>
<b><i>Professionalism</i></b>	<b><i>15 points</i></b>	_____	
<b><i>Depth of thought</i></b>	<b><i>50 points</i></b>	_____	
<b><i>Writing effectiveness</i></b>	<b><i>10 points</i></b>	_____	
<b><i>Total for paper</i></b>	<b><i>75 points</i></b>	_____	
<b><i>Presentation</i></b>	<b><i>25 points</i></b>	_____	