Indiana State University

General Honors 101

***When it is your turn…***

Dr. Steve Gruenert Dr. XXX

Office: Office:

E-mail: E-mail:

Hours: Hours:

Tuesday and Thursdays,

Location:

**The course description**

This is an Honor’s course devoted to the concept of leadership. Students will be engaged in conversations about what leadership is, the various leadership styles used, and how various situations influence the opportunity to lead – ***when it is your turn***. We will read and discuss informative books, invite local leaders to participate in panel discussions, visit leaders engaged in leadership, journal thoughts, analyze actions past leaders have taken, and come to an initial understanding of each student’s leadership style.

**Why take this course?**

Leadership is a term that is used in so many contexts and orations that it has lost some meaning. Leadership has become a generic concept that is used to capture the essence of success and explain failures. The notion of whether anything will succeed or not seems to be a matter of *leadership*, especially by those with little comprehension of the concept. Leadership is far more complex than that. We need leaders for the future who understand what leadership is, what it is not, and how to identify when someone else is doing it wrong. We hope the following objectives will build upon our students’ capacity to lead effectively:

* To empathize with those in leadership roles.
* To understand how leadership styles, purposes, and dispositions can alter behaviors and outcomes.
* To promote social justice and value diversity; there are leadership styles appropriate for certain groups or situations.
* To understand how leadership interacts with ethics, morality, and culture.
* To understand one’s leadership style, voice, and space.
* To understand the role of follower.
* To make better decisions.
* To apply theory to real-life situations.

**What we will be reading**

It is not the intent of this course to fill your time with endless reading assignments. What we assign will be brief yet crucial to the classroom experience. There will be books to buy, we will hand out some things, and you may need to use the Internet to access some readings. Keep these books, highlight, underline, and write in them. It is our belief they will benefit you for many years following your college experience. The following will be books we will reference in our discussions:

* *John P. Kotter on What Leaders Really Do* (Kotter, 1999).
* *Drive* (Daniel Pink, 2009).
* *The Manager’s Bookshelf: A Mosaic of Contemporary Views* (Pierce & Newstrom, 2002).

**How you will be graded**

You will receive weekly feedback. We won’t know if you read the assigned readings unless you actively participate in class discussions and/or your journaling reflects some of the thinking of the authors. Therefore, much of your grade will be based upon active class participation and your journaling. There will be additional experiences used to influence your final grade (listed below). If at any time you are unsure of your current standing and/or wish to provide additional products to supplement your grade, please feel free to speak with an instructor to discuss those possibilities. Below you will find the breakdown of how your final assessment will be determined along with further explanation of each.

50% Class Participation (which assumes attendance)

20% Journaling

10% Leader Observation paper

10% Conceptual Model of Leadership

10% Decision-Making project

*Class Participation*

A leadership essential is real-time, face-to-face conversation, with students interacting with the instructor and each other. Much of what you take away from this course, as well as your personal developmental leadership growth will come from the classroom experience. We will hand out materials, change directions, move to alternate venues, and invite impromptu dialogue during class, thus, it will be nearly impossible to “make-up” these experiences and come away with the same fidelity of thought. Tuesdays will be “deep” thinking, Thursdays will be “street’ thinking.

*Journaling*

This is a form of reflection that has been proven to assist students as they build new knowledge bases. Each experience we design (classroom, observations, panel discussions, etc.) will provide information for you to reflect on; in other words, information that may serve a purpose in your life, perhaps as you wonder why someone else did what they did, and how you would have done it differently. It is more of a diary than a business log. Length is irrelevant unless it seems one is unable to journal complete and informed entries. Those cases will be addressed individually.

*Leader Observation Paper*

Sometime during the semester we will ask that you observe a leader engaged in leadership activities. We will be very flexible in how we define leader and the activity involved. Your task will be to make sufficient observations of this person so as to write a five-page summary of what you observed, through the lens of your class experiences. The specifics of this assignment will be provided at a later time.

*Conceptual Model of Leadership*

To help you understand who you are and how you night be situated in the world, relative to the concept of leadership, we hope to help you build a “Conceptual Model” to capture the essence of this dynamic. It will simply be a one-page drawing that shows how a variety of components may be interrelated. We will bring this notion to your attention early in the semester and reference it many times throughout. It may change as we address leadership throughout the class. It should change.

*Decision-Making Project*

We will assign a project that will encourage decisions based on the competing demands of others. In other words, no matter what you decide someone will not be pleased. Dilemma is a big part of what leaders are faced with all the time. Knowing what to do (without having all the information you need) will hopefully reflect some of the information you gain from course experiences.

**Our expectations while in class**

1. If students distract the flow of the class due to use of electronic devices during class, they will be asked to leave. To negotiate exceptions, please visit with us prior.
2. Late work will not be accepted. The only exception is bona fide emergencies. You will need documentation.
3. Plagiarized assignments will receive a failing grade for a first offense and a zero for the second offense. Zeroes don’t average in one’s grade very well.
4. Respect the voice and space of others; do not assume yours is worth more.
5. Practice courtesy and civility regardless of what you are doing.
6. Non-class related activities during class will be distracting to others. Don’t be rude, don’t bully.
7. Try to raise your hand when you wish to speak, however there may be occasions when your passion for a topic may make this difficult. Learn how to make a point without causing others to feel worse due to that experience.

**Calendar of Events**

The following list provides a summary of what we hope to be doing on certain days. We reserve the right to make changes as we go due to unforeseen circumstances or the need to adapt to your needs as a class. Each week will have a reading assignment that will be discussed on Tuesday, applied on Thursday, then written about.

Tues1 introductions/syllabus: Theory X and Y

Thurs1 conceptual model of leadership – where the students are now

Tues2 decision making/multiple realities – most people are rational, groups are not: Groupthink

Thurs2 *when it is your turn* (role playing)

Tues3 leadership styles/motivation – do you inspire or negotiate preferred behaviors: Transactional vs. Transformational

Thurs3 *when it is your turn* (role playing)

Tues4 leader dispositions – the space between personality and attitude: Morality

Thurs4 *when it is your turn* (role playing)

Tues5 ethics/deception – do effective leaders lie? Morality vs. Ethics

Thurs5 panel

Tues6 morality/altruism – the ultimate criterion: “what’s in it for me” or “how can I help more?”

Thurs6 panel

Tues7 power/cults – build your own cult: Influencing others with charisma

Thurs7 *when it is your turn* (role playing)

Tues8 leader-manager – introvert vs. extrovert: Only schizophrenics can be both

Thurs8 *when it is your turn* (role playing)

Tues9 coercion/rewards – compliance, the old-fashioned way, kissing @$$

Thurs9 *when it is your turn* (role playing)

Tues10 decision-making project: Someone is going to be mad, you get to decide whom

Thurs10 *when it is your turn* (role playing)

Tues11 group/community dynamics – who is really in charge: Informal Leadership & Cliques

Thurs11 *when it is your turn* (role playing)

Tues12 policy advocacy – arguing your own case: The politics of leadership

Thurs12 panel

Tues13 presentations: observations of leaders

Thurs13 presentations: decision-making project

Tues14 *when it is your turn*/conceptual model evolution

Thurs14 *when it is your turn*/conceptual model evolution

Tues15 Final conversation I

Thurs15 Final conversation II