CATALOG DESCRIPTION

4723 – Advanced Leadership Development (3) S Prereq: HRE 2723 and 3723 This advanced course focuses on developing the leadership skills students need to effectively lead organizations and communities to achieve their vision and goals.
Syllabus
HRE 4723: Advanced Leadership Development

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Prerequisites: HRE 2723 and HRE 3723

Purpose and Objectives: The overall purpose of this course is to encourage you to carefully analyze your responsibilities and commitments in the context of leadership for the common good and for purposeful change. The course is more than the study of leadership; it is designed to help you develop the specific leadership skills you need to effectively lead organizations and communities to achieve their visions and goals.

Course Requirements:

This course will encourage a high level of class discussion and active participation. You will have a chance to work through case studies, participate in simulations, interact with experienced leaders, and discuss the impact of current events and the realities of leadership. Grades will be based on Week participation, term papers, and presentations.

Class Participation (15 %): A quality learning experience in this leadership course rests heavily on a high degree of interaction and exchange of ideas among students and instructors. Your ability to contribute to Week discussions thoughtfully and to integrate course readings will be heavily weighed in determining final grades.

In class, you will work in small teams to discuss readings, engage in simulations, prepare for guest scholar and leader visits, and use theory to enhance practice through carefully designed group activities. The teams will be laboratories in which you can apply leadership theory and concepts. Team membership will remain constant throughout the semester. Class attendance is essential and expected. Unexcused absences will be factored into final grades.

Personal Best Leadership Essay (15 %): Reflect and write about a personal best leadership incident in which you believe you exercised effective leadership and perhaps made a difference in an organization, project, or community. Additionally, write about a personal leadership incident in which you believe you were not effective or did not reach your
goals. In your paper, analyze those two experiences from the perspective of the Relational Leadership Model and explore the lessons you learned. Be prepared to share your experiences with classmates in a small group discussion the day the assignment is due. Your paper should be five to six pages long, typed, and double spaced. (Note: "Personal best" language taken from Kouzes & Posner, 1987, 1995).

Leadership Practices Inventory (LPI)- Self and Others (15 %) Kouzes and Posner’s research has shown that leadership is an observable, learnable set of practices and when practiced and incorporate with feedback, you can enhance the way in which you lead. The LPI will be administered in class and additional assignments will include gathering feedback from five to seven individuals who have observed you or worked with you in situations in which you led a group on a project or a program.

Group Transformational Leadership Project (20 %). You will have a chance to work in a small group, as a team, to identify a program, project, service, or initiative on campus or in your local area that could have a broad impact on the community. The emphasis of the transforming leadership project is both on process and desired outcomes. Teams will be strongly encouraged to invite outside faculty, administrators, or student leaders who might have a stake in the proposed initiative. Group presentations will be evaluated on structure of program or initiative, content, creativity, or teamwork, and how groups incorporated elements of various leadership models. Each team will turn in a typed journal on the date of the group presentation that will chronicle the team's work (meetings, attendance, task assignments, and so forth). Only one journal will be submitted per team.

Leadership Action Plan (20 %). Reflect on what you learned during the semester about leadership, with a focus on using theory to enhance practice. Write your leadership action plan and include four sections: (1) how you plan to apply certain leadership theories and concepts to make your practice better; (2) your observations of various leadership and participant roles that you and your classmates played in your team and committee (styles, differences, team and group effectiveness, what worked, what didn't, and why); (3) your plans to use the feedback from the Leadership Practices Inventory; and (4) your leadership development action plan for the next two years. The paper should be typed, double spaced, and five to six pages in length.

Grading Grades will be assigned as follows:

- class participation (15 %),
- personal best leadership essay (15 %),
- leadership practices inventory self and others (15 %),
- midterm exam (15 %),
- group transformational leadership project (20 %),
- final Exam - leadership action plan (20 %),

Course Schedule
Week 1: Introductions, Expectations and class community building

- Overview of course
- Student and instructor expectations and contributions to learning

Week 2. Leadership as a Relationship

- Practices of Exemplary Leadership
- Credibility, Chapter 1
- Leadership Challenge, Chapter 1

Week 3: Credibility and Character

- Credibility is the Foundation of Leadership
- Credibility Makes a Difference
- Credibility, Chapters 2 and 3
- Leadership Challenge, Chapter 2

Week 4: Understanding Yourself

- Discovering Yourself
- Clarifying Values
- Set the Example
- Personal Values and Decision Making
- Credibility, Chapter 3
- Leadership Challenge, Chapter 4

Week 5: Understanding Others

- Appreciating Constituents and their Diversity
- Credibility, Chapter 4
- Assignment due: Personal best leadership essay

Week 6: Team Challenge Course

- Begin work on transforming leadership group project

Week 7: Fall Holiday (no class)

Week 8: Shared Values

- Reflect, Debrief and Discuss Team Challenge Course
- Credibility, Chapter 5

Week 9: Model the Way
- Mid term Exam
- Self Assessment Instrument-Leadership Practices Inventory
- Leadership Challenge, Chapters 3 & 4

**Week 10: Inspire A Shared Vision**

- The Dynamics of Vision
- Envision the Future
- Enlisting Others
- Leadership Visions & Personal Vision
- Leadership Challenge, Chapters 5 & 6

**Week 11: Challenge the Process**

- Assessment Feedback-Leadership Practices Inventory Feedback from Peers
- Leadership Challenge, Chapters 7 & 8

**Week 12: Enable Others to Act**

- Foster Collaboration
- Strengthen Others
- Leadership Challenge, Chapters 9 & 10

**Week 13: Encourage the Heart**

- Vision, Values, and Behavior
- Guest Panel- Community Leaders
- Creating Ethical Environments
- LSU Commitment to Community
- Leadership Challenge, Chapter 11, 12 & 13

**Week 14: Thanksgiving Break**

**Week 15: Group Presentations**

- Final course evaluation

**Week 16: Final Exam**

- Leadership Action Plan