School of Arts and Humanities
PSYC 522
Course Title: Leadership and Change

3 Graduate Credit Hours
8 Weeks

Course Description

This course will provide students with instruction on the theory and application of leadership behaviors, particularly in the context of leading change. Concepts such as influence, motivation, decision-making, conflict/ negotiation strategies and mentoring will be explored.

Course Learning Outcomes

By the end of the course, students will be able to:

1. Define core leadership theory and strategies.
2. Apply leadership strategies to collaborative approaches to problem-solving.
3. Apply psychological theories of motivation, influence, and leadership to facilitate personal and professional change.
4. Evaluate and compare models of change, applying appropriate model to lead effective organizational change in case analyses.
5. Examine contemporary leadership styles, identifying complementary models of motivation and influence tactics to affect organizational change.

Text and Course Materials

Textbook:
Northouse, P. (2018). *Leadership: theory and practice* (8th ed.). Thousand Oaks, CA: SAGE.

Accompanying Reader:
Cashman, K. (2017). *Leadership from the inside out: Becoming a leader for life* (3rd ed.). San Francisco: Berrett-Koehler

Assigned Articles:
Appelbaum, S. H., Habashy, S., Malo, J., & Shafiq, H. (2012). Back to the future: Revisiting kotter's 1996 change model. *The Journal of Management Development, 31*(8), 764-782. doi:http://dx.doi.org.ezproxy2.apus.edu/10.1108/02621711211253231

In Praise of Followers by Robert Kelley available at: https://hbr.org/1988/11/in-praise-of-followers

Course Evaluation

Course Requirements	Points	Percent
Forums x 8 4% per forum	320	32%
Leadership Trait and Change Paper – Application Based	200	20%
Leadership Theory and Change Paper – Theory Based	200	20%
Final Project – Application Based	280	28%
TOTAL	1000	100%

Course Assignments

The information below is a synopsis of required coursework. Full instructions should be accessed in the classroom.

Forums: Weeks 1-8

Dialogs with classmates based on assigned readings and other resources will take place in the online classroom on designated forums. A set of instructions for each dialog is posted in respective forum. While designed to promote lively discourse within a community of fellow learners, forums are academic in nature and require a scholarly orientation.

Leadership Traits and Change Paper: Due Week 3

Complete a Leadership Trait Questionnaire (LTQ). The questionnaire is completed by yourself and five other people that know you well. Write a 6-8 page (not including title and reference pages) double-spaced paper in which you apply the results of your LTQ. In the paper you will address selected differences (between your score and other scores), your selected strengths and weaknesses, the impact of your traits on your leadership style, the genesis for your traits and

what leader behavior related changes you want to make. Incorporate work from text and course materials

Leadership Theory and Change Paper: Due Week 6

Pick one of the major theoretical perspectives of leadership discussed in the course and produce a research paper on that theory. Your objective is to take your selected leadership theory past where our class discussion leaves it. The expected length of the assignment is 6-8 pages, not including reference and title pages. In addition to the text and course materials, locate an additional three sources related to your selected leadership theory. Major parts of the paper will address: 1) Summary of your research discovery, 2) What are the theory's strengths and weaknesses? 3) How does the theory relate to or complement the change process

Final Project: Due Week 8

The Final Project will be an evaluation on your ability to diagnose a leadership problem or set of problems and to generate solutions based on your knowledge of course concepts. Five case studies will be presented. Students will responded to assigned questions for each of the five case studies. Each response to a case study being a minimum of 2 pages. One reference page is expected at the end of all case studies listing the references used to support your answers, to include course resources as well as outside sources.

Late Work

Late work is always accepted, with penalties as follows: 10% deduction for each day overdue up until Day 5. For Day 6 and beyond, the maximum value that the overdue work can receive is 50%.

Week-by-Week Course Plan

WEEK 1

Overview Course/Syllabus
Readings/Topics
       Chapter 1: Introduction
       Chapter 2: Trait Approach
       Cashman Chapter 1 Personal Mastery

DUE THIS CLASS
- Forum Work

SUGGEST
- Begin work on Leadership Trait and Change paper

WEEK 2

Readings/Topics
    Chapter 3: Skills Approach
    Chapter 4: Behavioral Approach
    Cashman Chapter 3 Purpose Mastery

DUE THIS CLASS
- Forum Work

SUGGEST
- Work on Leadership Trait and Change paper

WEEK 3

Readings/Topics:
    Chapter 5 Situational Approach
    Chapter 6 Path-Goal Theory

DUE THIS CLASS
- Forum Work
- Leadership Trait and Change Paper

WEEK 4

Readings/Topics
    Chapter 7 Leader-Member Exchange
    Chapter 8 Transformational Leadership
    Chapter 13 Leadership Ethics
    Cashman Chapter 4 Interpersonal Mastery

DUE THIS CLASS
- Forum Work

SUGGEST
- Begin work on Leadership Theory and Change Paper

WEEK 5

Readings/Topics
Chapter 9 Authentic Leadership
Chapter 10 Servant Leadership
Cashman Chapter 6 Resilience Mastery

DUE THIS CLASS
- Forum Work

SUGGEST
- Work on Leadership Theory and Change Paper

WEEK 6

Readings/Topics
Chapter 11 Adaptive Leadership
Cashman Chapter 5 Change Mastery
Appelbaum, S. H., Habashy, S., Malo, J., & Shafiq, H. (2012). Back to the future: Revisiting kotter's 1996 change model. *The Journal of Management Development, 31*(8), 764-782.
doi:http://dx.doi.org.ezproxy2.apus.edu/10.1108/02621711211253231

DUE THIS CLASS
- Forum Work
- Leadership Theory and Change Paper

SUGGEST
- Begin Work on Final Project

WEEK 7

Reading/Topic
Chapter 12 Followership
Cashman Chapter 8 Leading by Developing Self and Others
In Praise of Followers by Robert Kelley available at: https://hbr.org/1988/11/in-praise-of-followers

DUE THIS CLASS
- Forum Work

SUGGEST
- Work on Final Project

WEEK 8

Reading/Topic

Chapter 14 Team Leadership
Chapter 15 Gender and Leadership
Chapter 16 Culture and Leadership

DUE THIS CLASS
- Forum Work
- Final Project Due