



**Master of Arts in Applied Professional Studies  
and Applied Technology**

**School for New Learning  
DePaul University**

**Syllabus and Reading List  
Exercising Effective Leadership  
LLS #475**

**Summer, 2009**

**LOOP Campus**

**Mondays (5:45m –9:00 pm)**

**June 15 to July 20**

**Instructor: Robb Frank, Ed.D.**

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- Mailing address: 22W150 Glen Park, Glen Ellyn, IL 60137
- Phone: 630.747.5038
- Fax: 630.469.1970
- Email: [rfrank2@depaul.edu](mailto:rfrank2@depaul.edu)
- Appointments: Call or email to set up appointment at a mutually agreed time/place

“One of the most universal cravings of our time is a hunger for compelling and creative leadership.”

- I. Seminar Description: This final seminar provides students with an opportunity to develop the Liberal Learning facilities through exercising effective leadership. Major themes of each of the previous seminars are applied within the concept of effective leadership in a changing world. Key theories and principles relative to the management/leadership continuum are examined as well as the implications of current trends for the future of leadership both in general and within students' personal/professional contexts.
- II. General Overview: The Primary Knowledge Base for this seminar is drawn from the fields of Management, Organizational Behavior/Psychology, Leadership Studies, Sociology, Feminist Studies, Adult Learning and Development and the Humanities. Its primary objective, in addition to providing further opportunity to develop the Liberal Learning Skills, is to provide students with a forum through which to explore principles of leadership and management and apply these principles to their individual Focus Areas. Specific emphases, as shaped in part by students' interests, may include:
- Major theories of leadership
  - Integration of major themes of the Liberal Learning Curriculum as a whole
  - Review of contemporary models of management (scientific management, participative management, etc.)
  - Managerial leadership in organizational settings
  - Structural and environmental factors influencing leadership
  - Leadership as an organizational design problem
  - Leader as change agent
  - Issues central to the exercise of leadership (power and authority, motivation, delegation, communication, ethics, decision-making, conflict, etc.)
  - Identification of factors related to effective leadership within organizations
  - Identification of expectations followers have for leaders
  - Opportunity for reflection and ongoing self-assessment regarding leadership
  - Bibliography of basic resources regarding leadership
- III. Objectives: this seminar offers participants an opportunity to further develop and refine the following:
- Command of the seminar topic
  - Capacity to engage in Self-Assessment and Self-Managed Learning
  - Ability to engage in Critical, Synthetic and Creative Thinking
  - Facility in applying Moral Reasoning to issues of Values and Ethics
  - Facility in Verbal Communication Modes
  - Facility in Interspersonal Skills

IV. Course Schedule:

<b>EXERCISING EFFECTIVE LEADERSHIP</b> <b>SNL Liberal Learning M.A. Seminar #475; Summer 2009</b> <b>LOOP Campus; Mondays, June 15 - July 20</b> <b>5:45p.m. - 9:00 p.m.</b> <b>Instructor: Robb Frank, Ed.D.</b>						
Date	June 15	June 22	June 29	July 6	July 13	July 20
Session	1	2	3	4	5	6
Readings Prepared	Clark & Clark, Ch. 1-4 & 15 DePree, pp. 1-22	Clark & Clark, Ch. 1-4 & 15 DePree, pp. 1-22	Clark & Clark, Ch. 11,12,13,14 DePree, pp. 23-80	Clark & Clark, Ch. 11, 12,13,14 DePree, pp. 23-80	Clark & Clark, Ch. 6,7,9,10 DePree, pp. 81-141	Clark & Clark, Ch. 6,7,9,10 DePree, pp. 81-141
Central Theme	<b>Leadership in a Dynamic, Changing World</b>	<b>Leadership-A Great Concept</b>	<b>Leaders &amp; Followers</b>	<b>Leader of Individuals &amp; Groups</b>	<b>Servant Leadership</b>	<b>Emerging Topics</b>
Topics Covered	Introductions Expectations Course Syllabus Major Themes Defining Leadership A Historical Walk Through Leadership Vision	Charismatic & Transformational Leadership Civility & Values Pro-Active Reading Reports "Tru-You"	Leaders and Followers Participatory Methods Minorities in Leadership Situational Leadership	Motivation, Influence, & Power Tuckman's Group Development Sequence Critical Thinking Change strategies Decision Making	What Kind of Leader Do You Want To Be? "Servant Leadership" Leadership Project Presentations (if needed)	Leadership Project Presentations "Encouraging the Heart"
Thrust	Establishing Purpose	Determining Directions	Inspiring Followers	Making Things Happen	Internal/External Influences	Modeling the Way

V. Assessment: Your final course grade will be based on the following assignments, using the point system given below:

- Course Participation                      20 points
- Pro-Active Reading Report              20 points
- Leadership Self-Assessment            20 points
- Leadership Project                        40 points

Facility in Liberal Learning Skills relative to seminar content is expected.

#### Course Participation

Graduate colloquium standards assume active participation, based on completion of assignments prior to the scheduled sessions. Consistent with SNL policies, attendance is expected at **all** sessions. Absence from more than one session is at discretion of the instructor. Class discussion, collaborative group work, and reports on individualized study will comprise the bulk of participation.

#### Pro-Active Reading Report

Please email the instructor PRIOR to the beginning of class to obtain this assignment. It will also be posted on Blackboard. You will submit your paper and provide an overview at our 2<sup>nd</sup> class meeting.

#### Leadership Self-Assessment

Learner's Self-Assessment form is to be filled out by each course participant. SNL MA forms are available on the Program Website:

[http://www.snل.depaul.edu/current/maaps\\_current\\_students.asp](http://www.snل.depaul.edu/current/maaps_current_students.asp)

#### Leadership Project

This project is primarily designed for your benefit. The purpose of this project is to (1) give course participants an opportunity to research key information and concepts related to leadership; (2) provide learners an opportunity to reflect upon and synthesize their understanding of leadership; and, (3) assist SNL MA students in their continued development, refinement and application of the skills of Liberal Learning. To fulfill these goals, participants will prepare a research and application paper (10-15 pages) that includes the following five parts:

### **Part I: Definition of Leadership**

The first part of your paper will answer the question, “What is leadership?” (This definition is to be a synthesis of multiple literature-based and referenced definitions.)

### **Part II: Description of a Leader**

What makes a person a leader? (This description is to be a synthesis of multiple literature-based and referenced descriptions of relevant characteristics and skills.)

### **Part III: Leadership Interview**

Conduct one or more interviews with a leader (or leaders) of your choice (preferably an individual who is a leader in your focus area). Incorporate the results of your interview into this project. Guideline for the interview will be provided.

### **Part IV: 21<sup>st</sup> Century Leadership Paradigm**

Develop a leadership paradigm for the 21<sup>st</sup> century. (Include areas and competencies that leadership in the new millennium must address. Literature-based references are to be included here too.)

### **Part V: Leadership development Plan**

What specific objectives and strategies do you suggest for improving your leadership capabilities?

At the last class meeting, you will present an Executive Summary and General Overview to your classmates on your Leadership Project. **Copies of handouts or other materials should be made for all class members and the instructor.**

The Leadership Self-Assessment and the Leadership Project **are both due on the final class session.** Include a self-addressed stamped envelope if you wish your materials to be returned with the instructor comments. About \$1.40 in postage usually covers it.

VI. Assessment Criteria:

<b>Exceptional (A)</b> (Reserved for excellent work)	--Participation and contribution <u>exceeding</u> course requirements. --Oral and written contributions drawn from thoughtful analysis or personal experience...AND solid, documented investigation into the literature— inclusive of, and <u>in addition to</u> , assigned readings. --Dynamic listening; articulate speaking and writing; punctual attendance.
<b>Strong (B)</b> (Basic proficiency)	--Participation and contribution <u>solidly meeting</u> course requirements. --Oral and written contributions drawn from personal experience...AND documented reference to the literature—primarily assigned readings. --Effective listening; focused speaking and writing; punctual attendance.
<b>Satisfactory (C)</b> (Minimal proficiency)	--Participation and contribution <u>minimally addressing</u> course requirements. --Oral and written contributions drawn from personal experience...with little, if any, documented reference to literature. --Basic interpersonal skills; basic writing skills; laissez-faire attendance.
<b>Unsatisfactory (D/F)</b>	--Unsatisfactory/insufficient completion of seminar. (Seminar must be retaken.)
<b>Incomplete (IN)</b>	--Rare and contingent upon the existence of special or unusual circumstances as negotiated with the instructor prior to the end of the last session of the seminar. (If “incomplete” is granted, all work must be completed by end of following quarter. Otherwise, the “Incomplete” reverts to a D/F –requiring the participant to re-register and retake the seminar.)

**Recommended Readings**

In 1990, there were over 7,500 leadership studies---there are likely twice as many now. The best way to get a grip on this enormous literature is to review several of the classic “handbooks” available, which provide an excellent overview, already organized for your comprehension. Then, target in on your theories, models or researchers of interest and get their journal articles and recent works.

***Handbooks:***

Bass, Bernard (1990) Bass & Stodgill’s handbook of leadership; theory, research and managerial applications, third edition. New York” The Free Press.

Clegg, S.R., Hardy, C. & Nord, W.R. (Eds.) (1996) Handbook of organization studies. Sage: Thousand Oaks, CA.

Conoley, J.C. & Impara, J.C. (Eds.) (1995) *The twelfth mental measurement yearbook*. Lincoln, NE: The University of Nebraska Press. *Provides test statistics and characteristics on various measurement and assessment instruments, including many popular leadership and management assessment tools.*

Cooper, Cary L. and Argyris, Chris (Eds.) (1998) *The concise Blackwell encyclopedia of management*. Malden, MA: Blackwell Publishers, Inc.

***Classics, overview books, and journals***

Astin, A. W., & Astin, H. S. (Eds.). (2000). *Leadership reconsidered: Engaging higher education in social change*. Battle Creek, MI: Kellogg Foundation.

Barnard, C.I. (1939) *The functions of the executive*. Cambridge, MA: Harvard University Press.

Bennis, W. G. (1989). *On becoming a leader*. New York, NY: Addison-Wesley.

Bennis, W.G. (1989) *Why leaders can't lead: The unconscious conspiracy continues*. San Francisco: Jossey-Bass.

Bennis, W. G., Spreitzer, G. M., & Cummings, T. G. (2001). *The future of leadership*. San Francisco, CA: Jossey-Bass. Bass, Bolman, L.G. & Deal, T.E. (1984) *Modern approaches to understanding and managing organizations*. San Francisco: Jossey-Bass.

Bennis, W. & Nanus, B. (1985) *Leaders: the strategies for taking charge*. New York: Harper & Row.

Burns, J. M. (1978). *Leadership*. New York, NY: Harper Collins.

Conger, J. A., Spreitzer, G. M., & Lawler, III, E. E. (1999). *The leadership change handbook*. San Francisco, CA: Jossey-Bass.

De Pree, M. (1997). *Leading without power*. San Francisco, CA: Jossey-Bass.

Dickman, M. H., & Stanford-Blair, N. (2001). *Connecting leadership to the brain*. Thousand Oaks, CA: Corwin.

Fayol, H. (1949) *General and industrial management*. London: Pittman. Gardner, J. W. (1990). *On leadership*. New York, NY: Free Press.

Goleman, D. (1997). *Emotional intelligence*. New York, NY: Bantam Books.

Goleman, D. (1998a, Nov.-Dec.). What makes a leader? *Harvard Business Review*, 93-102.

Goleman, D. (1998b). *Working with emotional intelligence*. New York, NY: Bantam Books.

- Goleman, D., Boyatzis, R., & McKee, A. (2002). *Primal leadership: Realizing the power of emotional intelligence*. Boston, MA: Harvard Business School Press.
- Heifetz, R. A., & Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business School Press.
- Hesselbein, F., Goldsmith, M., & Somerville, I. (1999). *Leading beyond the walls*. San Francisco, CA: Jossey-Bass.
- Hesselbein, F. (2002). *Hesselbein on leadership*. San Francisco, CA: Jossey-Bass.
- Horvath, J. A., Forsythe, G. B., Bullis, R. C., Sweeney, P. J., Williams, W. M., McNally, J. A., Wattendorf, J. M., & Sternberg, R. J. (1999). Experience, knowledge, and military leadership. In R. J. Sternberg & J. A. Horvath (Eds.), *Tacit knowledge in professional practice: Researcher and practitioner perspectives*, 39-57. Mahway, NJ: Lawrence Erlbaum Associates.
- Jacobson, R. (2000). *Leading for a change*. Boston, MA: Butterworth-Heinemann.
- Kast, F.E. & Rosenzweig, J.E. (1970) *Organization and management: a systems approach*. New York: McGraw Hill Book Company.
- Katz, D. & Kahn, R.L (1978) *The social psychology of organizations*, second edition. New York: John Wiley & Sons.
- Koontz, Harold & O'Donnell, Cyril (!978 *Essentials of management*, second edition. New York: McGraw Hill.
- Leavitt, Harold J. (1978) *Managerial psychology*, fourth edition. Chicago, IL: University of Chicago Press.
- Kidder, R. M. (1998). *There's only ethics*. Readings in Ethics. Camden, ME: The Institute for Global Ethics.
- Kotter, J.P. (2001, December). What leaders really do. *Harvard Business Review*, 93-96.
- Kouzes, J. M. & Posner, B. Z. (2002). *The leadership challenge*. (3rd ed.). San Francisco, CA: Jossey-Bass.
- Lawler, E. E., III (1997). *From the ground up: Six principles for building the new logic corporation*. San Francisco, CA: Jossey-Bass.
- Linden, R. (2003). The discipline of collaboration. *Leader to Leader*, 29.
- Mangan, K. S. (2002, May 31). Leading the way in leadership. *Chronicle of Higher Education*, pp. A-10-A12.
- McNally, J. A., Gerras, S. J., & Bullis, R. C. (1996). Teaching leadership at the U.S. Military Academy at West Point. *The Journal of Applied Behavioral Science*, 32(2), 175-189.

- Melum, M. (2002). Developing high-performance leaders. *Quality Management in Health Care*, 11(1), 55-68.
- Mentkowski, M., & Associates (2000). *Learning that lasts: Integrating learning, development, and* Miles, Raymond E. (1975) Theories of management: implications for organizational behavior and development. New York: McGraw Hill.
- Mintzberg, H. (1973) The nature of managerial work. New York: Harper & Row.
- Mumford, M. D., Marks, M. A., Connelly, M. S., Zaccaro, S. J., & Reiter-Palmon, R. (2000a). Development of leadership skills: Experience and timing. *The Leadership Quarterly*, 11(1), 87-114.
- Mumford, M. D., Zaccaro, S. J., Connelly, M. S., & Marks, M. A., (2000b). Leadership skills: Conclusions and directions. *The Leadership Quarterly*, 11(1), 155-170.
- Mumford, M. D., Zaccaro, S. J., Harding, F.D., Jacobs, T. O., & Gilbert, J. A. (2000c). Leadership skills for a changing world: Solving complex social problems. *The Leadership Quarterly*, 11(1), 87-114.
- Nanus, B., & Dobbs, S. M. (1999). *Leaders who make a difference*. San Francisco, CA: Jossey-Bass.
- Natemeyer, W. & Gilberg, J. (1989) Classics of organizational behavior, second edition. Interstate: *performance in college and beyond*. San Francisco, CA: Jossey-Bass.
- Randolph, W. Alan (1985) Understanding and managing organizational behavior: a developmental perspective. Homewood, IL: Richard D. Irwin, Inc.
- Robbins, Stephen P. (1984) Management: concepts and practices. New York: Prentice-Hall.
- Roethlisberger, F. J. & Dickson, W. J. (1939) Management and the worker. Cambridge, MA: Harvard University Press.
- Roethlisberger, F. J. (1941) Management and morale. Cambridge, MA: Harvard University Press.
- Rost, J. (1991). *Leadership for the twenty-first century*. New York, NY: Praeger.
- Rost, J. (1991). Leadership development in the new millennium. *The Journal of Leadership Studies*, 1(1). 91-110.
- Saleh, S.S., Williams, D., & Balougan, M. (2004, July). *Evaluating the effectiveness of public health leadership training: The NEPHLI experience*. American Journal of Public Health, 94(7), 1245-1249.
- Senge, P. (2001). *Schools that learn*. New York, NY: Doubleday.

Stodgill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *Journal of Psychology*, 25, 35-71.

Tichy, N. M., & Cardwell, N. (2002). *The cycle of mleadership: How great leaders teach their companies to win*. New York, NY: Harper-Collins.

Tichy, N. M. (2003, Summer). Getting the power equation right. *Leader to Leader*, 29, 28-34.

Vail, P. B. (1998). *Spirited leading and learning*. San Francisco, CA: Jossey-Bass.

**General Texts:**

Leaders on Leadership (1992) Top interviews with top executives. Boston: Harvard Business School Press.

Benfario, Robert (1991) Understanding your management style: beyond the Myers Briggs Type Indicator. New York: Lexington.

Bolman, L. G. and Deal, T. E. (1997) Reframing organizations: artistry, choice and leadership, second edition. San Francisco: Jossey-Bass.

Block, Peter (1996) Stewardship. San Francisco: Berrett-Koehler.

Block, Peter (1987) The empowered manager: positive political skills at work. San Francisco: Jossey-Bass.

Covey, Stephen. (1990) Principle centered leadership. Provo, Utah: Covey Leadership Center. Available at local bookstores in paperback, audio tape, and CD Rom; CD Rom recommended to most detailed, illustrative version.

Daft, R. L. and Lengel, R. H. (1998) Fusion leadership; unlocking the subtle forces that change people and organizations. San Francisco: Berrett-Koehler.

Drucker, P. F. (1974) Management: tasks, responsibilities, practices. New York: Harper & Row.

Fisher, Roger & Sharp, Alan (1998) Getting it done: how to lead when you're not in charge. New York: Harper Business.

Fitzgerald, Catherine and Linda K. Kirby (Eds.) (1997) Developing leaders: research and application in psychological type and leadership development. Palo Alto, CA: Davies-Black.

Frost, P. J., Moore, L. F., Louis, M. R., Lundberg, L. C. & Martin, J (1985) Organizational cultures. Beverly Hills, CA: Sage.

Harris, P. & Moran, R. T. (1996) Managing cultural differences, fourth edition. Houston, TX: Gulf Publishing Co.

Kotter, John P. (1978) Organizational dynamics: diagnosis and intervention. Reading, MA: Addison-Wesley.

Kotter, John P. (1988) *The leadership factor*. New York: The Free Press.

Handy, Charles (1994) *The age of paradox*. Boston: Harvard Business School Press.

Morrison, Ian (1996) *The second curve: how to command new technologies, new consumers and new markets*. New York: Ballantine Books.

***PUBLIC and Non-Profit Management/Administration/Leadership***

Eddy, W. B. (Ed.) (1983) *Handbook of organization management*. New York: Marcel Dekker, Inc.

Hesselbein, F., Goldsmith, M. & Beckhard, R. (Eds.) (1996) *The leader of the future*. San Francisco: Jossey-Bass, (The Peter F. Drucker Foundation for Non-Profit Management series.)

Perry, James L. and Kenneth L. Kraemer (Eds.) (1983) *Public management: public and private perspectives*. Palo Alto, CA: Mayfield.

*Self and Group Assessment Approaches:*

Hall, B. P. & Thompson, H. (1980) *Leadership through values: a study in personal and organizational development*. Paulist Press: New York.

Hall, D. T., Bowen, D. D., Lewicki, R. J. & F. S. Hall (1982) *Experiences in management and organizational behavior*, second edition. John Wiley & Sons: New York.

*Major Journals:*

Academy of Management Executive

Academy of Management Journal

Academy of Management Review

Administrative Science Quarterly

Business Horizons

Harvard Business Review

Human Resource Management

Journal of Applied Behavioral Science

Journal of Business Ethics

Leader to Leader

Organization Dynamics

Organization Science

Various journals specialized for business sectors, such as Public Administration, Health Administration, and regional management reviews, such as the California Management Review.

Kotter, John P. (1985) *Power and influence: beyond formal authority*. New York: The Free Press.

- Kotter, John P. and James L. Heskett (1992) *Corporate culture and performance*. New York: The Free Press.
- Kotter, John P. (1996) *Leading change*. Boston: Harvard Business School Press.
- Kouzes, J. and Posner, B. (1988) *The leadership challenge: how to get extraordinary things done in organizations*. San Francisco: Jossey-Bass.
- Kouzes, J. and Posner, B. (1993) *Credibility: how leaders gain and lose it, why people demand it*. San Francisco: Jossey-Bass.
- Loden, M. (1985) *Feminine leadership: how to succeed in business without being one of the boys*. New York: Time Books/Random House.
- McWhinney, Will(1992) *Paths of change: strategic choices for organizations and society*. Sage: Thousand Oaks, CA.
- Nanus, Burt (1992) *Visionary leadership: creating a compelling sense of direction for your organization*. San Francisco: Jossey-Bass.
- Schein, E. (1985) *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Smith, Dayle M. (1997) *The eleven keys to leadership*. Chicago, IL: NTC Books.
- Tichy, Noel with Eli Cohen (1997) *The leadership engine: how winning companies build leaders at every level*. New York: Harper Collins.
- Tichy, Noel & Devanna, Mary Ann (1990) *The transformational leader*.
- Vaill, Peter B. (1988) *Managing as a performing art*. San Francisco: Jossey-Bass.
- Vaill, Peter B. (1998) *Spirited leading and learning: process wisdom for a new age*. San Francisco: Jossey-Bass.
- Weisbord, M. (1988) *Productive workplaces*. San Francisco: Jossey-Bass.
- Future Challenges:***
- Hage, J. & Powers, C. H. (1992) *Post-industrial lives: roles and relationships in the 21<sup>st</sup> century*. Sage: Thousand Oaks, CA.
- Handy, Charles (1989). *The age of unreason*. Boston: Harvard Business School Press.
- Judy, R.W., & D'Amico, C. (1998). *Workforce 2020*. Indianapolis: Hudson Institute.
- Knoke, W. (1996). *Bold new world*. New York: Kodansha International.
- Taylor, J. & Wacker, W. (1997). *The 500 year delta: What happens after what comes next*. New York: Harper-Collins.