



BUS 5411: Leading in Today's Dynamic Contexts

Credits: 3

Prerequisites: N/A

Course Description: Leadership is a complex phenomenon. Definitions of leadership differ across cultures and strategies for effective leadership can vary as a function of organizational maturity, tasks, relationships and contexts. The course delves into research on fundamentals of leaders and leadership and considers leading from the perspective of individual characteristics, management of teams, and alignment of organizational systems, processes, and resources. It explores the dynamics of power and its positive and negative consequences and highlights the importance of articulating a vision and inspiring others to act in ways that support it. It examines leading during times of change and discusses the role of leader in decision making, managing creativity, and optimizing employee performance. Students are introduced to strategies for influencing decisions and negotiating collaborations, partnerships and other cooperative endeavors and learn how to assemble talent-centered teams to achieve organizational initiatives. Theory and practical approaches to motivating people, managing conflict and achieving consensus are covered. Students gain insights into their own leadership styles and strengths and work on enhancing their ability to lead and manage others in both the human and technical sides of an enterprise.

Required Textbook and Materials: UoPeople courses use open educational resources (OER) and other materials specifically donated to the University with free permissions for educational use. Therefore, students are not required to purchase any textbooks or sign up for any websites that have a cost associated with them. The main required textbooks for this course are listed below and can be readily accessed using the provided links. There may be additional required/recommended readings, supplemental materials, or other resources and websites necessary for lessons; these will be provided for you in the course's General Information and Forums area, and throughout the term via the weekly course Unit areas and the Learning Guides.

- This course does not contain a main textbook; resources to all required reading will be provided in the course Learning Guide for each week.

Software Requirements/Installation: No special requirements.

Learning Objectives and Outcomes:

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

1. Compare and contrast the major leadership theories
2. Synthesize alternative leadership strategies based on theories
3. Apply theories through case studies and practical models
4. Evaluate the qualities necessary to effectively manage or lead people in a modern business environment



Course Schedule and Topics: This course will cover the following topics in eight learning sessions, with one Unit per week.

Week 1: Unit 1 - Introduction to Leadership

Week 2: Unit 2 - Trait Theory and Lewin's Classic Leadership Styles Theory

Week 3: Unit 3 - Contingency & Situational Theories

Week 4: Unit 4 - Behavioral and Participative Theories

Week 5: Unit 5 - Transactional & Transformational Theories

Week 6: Unit 6 - Radical Change Leadership

Week 7: Unit 7 - Servant Leadership

Week 8: Unit 8 - Future Trends in Leadership

Learning Guide: The following is an outline of how this course will be conducted, with suggested best practices for students.

Unit 1: Introduction to Leadership

- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment
- Respond to the Portfolio Activity

Unit 2: Trait Theory and Lewin's Classic Leadership Styles Theory

- Peer assess Unit 1 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment
- Continue to participate in the Group Activity
- Respond to the Portfolio Activity

Unit 3: Contingency & Situational Theories

- Peer assess Unit 2 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment
- Respond to the Portfolio Activity



Unit 4: Behavioral and Participative Theories

- Peer assess Unit 3 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Portfolio Activity

Unit 5: Transactional & Transformational Theories

- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment
- Respond to the Portfolio Activity

Unit 6: Radical Change Leadership

- Peer assess Unit 5 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)

Unit 7: Servant Leadership

- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment

Unit 8: Future Trends in Leadership

- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Respond to the Portfolio Activity
- Complete and submit the anonymous Course Evaluation

Course Requirements:

Discussion Assignments & Response Posts/Ratings

Some units in this course require that you complete a Discussion Assignment. You are required to develop and post a substantive response to the Discussion Assignment in the Discussion Forum. A substantive response is one that fully answers the question that has been posed by the instructor. In addition, you must extend the discussion by responding to at least three (3) of your peers' postings in the Discussion Forum and by rating their posts. Instructions for proper posting and rating (out of a 10 point scale) are provided inside the Discussion Forum for each week. Discussion Forums are only active for each current and relevant learning week, so it is not possible to contribute to the forum once the learning week has come to an end. Failure to participate in the Discussion Assignment by posting in the Discussion Forum and responding to peers as required may result in failure of the course.



Written Assignments & Assessment Forms

Most units in this course require that you complete a Written Assignment, which may come in many forms (case study, research paper, etc.). You are required to submit your assignments by the indicated deadlines and, in addition, to peer assess three (3) of your classmates' assignments according to the instructions found in the Assessment Form, which is provided to you during the following week. During this peer assessment period, you are expected to provide details in the feedback section of the Assessment Form, indicating why you awarded the grade that you did to your peer. Please note that each assignment grade is comprised of a combination of your submission (90%) and your peer assessments (10%). Failure to submit Written Assignments and/or Assessment Forms may result in failure of the course.

Group Activities

This course does not contain group work.

Portfolio Activities

Portfolio Activities are tools for self-reflection and evaluation within the context of the course. These activities are designed as a means to document and reflect upon your learning process and critical thinking skills. Ideally, you will draw from your experiences inside and outside of the classroom, as well as what you've learned in other courses, to showcase your overall growth and examine ways in which you can continue to develop and sharpen your professional goals. Portfolio Activities will be useful to you as part of your Capstone experience.

Course Forum

The Course Forum is the place to raise issues and questions relating to the course. It is regularly monitored by the instructors, and is a good place to meet fellow students taking the same course. While it is not required to participate in the Course Forum, it is highly recommended.

Course Policies:

Grading Components and Weights

Each graded component of the course will contribute some percentage to the final grading scale, as indicated here:

Discussion Assignments	25%
Written Assignments	50%
Portfolio Activities	25%
TOTAL	100%

Grading Scale

This course will follow the standard 100-point grading scale defined by the University of the People, as indicated here:



Letter Grade	Grade Scale	Grade Points
A+	98-100	4.00
A	93-97	4.00
A-	90-92	3.67
B+	88-89	3.33
B	83-87	3.00
B-	80-82	2.67
C+	78-79	2.33
C	73-77	2.00
C-	70-72	0.00
D+	68-69	0.00
D	63-67	0.00
D-	60-62	0.00
F	Under 60	0.00
CR	N/A	N/A
NC	N/A	N/A
NF	N/A	N/A
W	N/A	N/A

Grade Appeal

If you believe that the final grade you received for a course is erroneous, unjust, or unfair, please contact your course instructor. This must be done within seven days of the posted final grade. For more information on this topic, please review the Grade Appeal Procedure in the University Catalog.

Participation

Non-participation is characterized by lack of any assignment submissions, inadequate contributions to the Discussion Forums, and/or lack of peer feedback to Discussion/Written Assignments. Also, please note the following important points about course participation:

- Assignments must be submitted on or before the specified deadline. A course timeline is provided in the course schedule, and the instructor will specify deadlines for each assignment.
- Any student showing non-participation for two weeks (consecutive or non-consecutive) is likely to automatically fail the course.
- Occasionally there may be a legitimate reason for submitting an assignment late. Most of the time, late assignments will not be accepted and there will be no make-up assignments.
- All students are obligated to inform their instructor in advance of any known absences which may result in their non-participation.

Academic Honesty and Integrity

When you submit any work that requires research and writing, it is essential to cite and reference all source material. Failure to properly acknowledge your sources is known as “plagiarism” – which is effectively passing off an individual’s words or ideas as your own. University of the People adheres to a



strict policy of academic honesty and integrity. Failure to comply with these guidelines may result in sanctions by the University, including dismissal from the University or course failure. For more information on this topic, please review the Academic Integrity Policy in the University Catalog.

Any materials cited in this course should be referenced using the style guidelines established by the American Psychological Association (APA). The APA format is widely used in colleges and universities across the world and is one of several style and citation formats required for publication in professional and academic journals. Purdue University's Online Writing LAB (OWL) is a free website that provides excellent information and resources for understanding and using the APA format and style. The OWL website can be accessed here: https://owl.purdue.edu/owl/purdue_owl.html

Code of Conduct

University of the People expects that students conduct themselves in a respectful, collaborative, and honest manner at all times. Harassment, threatening behavior, or deliberate embarrassment of others will not be permitted. Any conduct that interferes with the quality of the educational experience is not allowed and may result in disciplinary action, such as course failure, probation, suspension, or dismissal. For more information on this topic, please review the Code of Conduct Policy in the University Catalog.