Course Description
In this course, we will engage leadership from both the academic and practical perspective. We will explore what it means to be a leader; different leadership styles; attributes of good leaders; and the role of vision, goals, and strategy. Our means of exploration will be through instructor-led discussions, class exercises, and lectures which build on the framework of leadership covered in the NSLC Mastering Leadership program and focus on the most important aspects of leadership.

Course Meetings and Topics
Session 1: Introduction to the course
What is leadership?
What is a leader?
Vision, Goals, and Strategy
Ethics of Leadership
Responsibilities and Characteristics of Leadership
Opening Questions
Practical Exercise—Developing a Vision

Session 2: Managing the Team
Personality and Leadership
Identity and Leadership
Effective Communication
Practical Exercise—How to Listen, What to Say

Session 3: The Role of Trust
Leadership Through a Critical Lens
Power and Leadership
Review, Feedback, and Final Questions

These sessions are mandatory for all students.
Grading
Your grade (A-F) will be based on successful and timely completion of the assignments listed below. An “A” grade will be awarded for excellent work that demonstrates a complete understanding of the material as well as a thoughtful analysis of the ideas and theories discussed; a “B” grade will be awarded for good work that demonstrates understanding of the material but minimal analysis; a “C” grade will be awarded for a basic understanding of the material and no analysis; and either a “D” or “F” will be awarded for work that gives no evidence of understanding or attempt thereof. Incomplete or missing work will receive an “F.”

Assignments
All assignments are due no more than 30 days after the end of your program.

1. Attendance (20% of final grade): Students must attend all sessions and participate constructively to the discussions held during class—the success of the course rests with your willingness to share your thoughts, ideas, and analysis of the topics. The purpose of the discussions is to engage the topic of leadership in an environment that allows us to ask any and all questions in order to be as analytical, creative, and thoughtful as possible, so that whatever ideas you take away are truly yours.

2. Discussion Board (20% of final grade): Following the end of the course, go back and look through each session of the course (1-3), choose a document to read, and respond to one of the questions on the learning objectives or respond to one of your classmates responses within that discussion thread. This does not have to be done all at once, I encourage you to take some time going through the documents. Each response will probably be no more than one or two paragraphs. Discussion board entries will due one per week following the last day of your program (the 1st is due within one week, the 2nd is due within two weeks, and the 3rd is due within three weeks, and you can submit them all early if you so desire).

3. Journal (20% of final grade): The journal is a paper written in essay style that discusses and analyzes at least four (4) NSLC lectures, briefings, and/or visits in terms of how they relate to leadership. The journal should be 600-1200 words in length (no more than 4 pages based on the format outlined in “Paper Guidelines”). Your responsibility is not to summarize but rather to weave together a selection of lectures and/or events and demonstrate how they inform/discuss some aspect of leadership as well as your reaction, interpretation, and understanding thereof. Journals will be due within ten days of the last day of your program.

4. Course Feedback (10% of final grade): After completing the course, please leave feedback on the discussion board on how this course interacted with the broader NSLC program. Please leave feedback on strengths, weaknesses, recommendations for improvement (one to two paragraphs, but feel free to write more).

5. Essay (30% of final grade): Write an essay of 1500-2500 words (no more than 8 pages based on the format outlined in “Paper Guidelines”) from one of the following choices:

   1: Conduct an interview (probably between thirty minutes and one hour) with someone you consider to be a leader. Assess their leadership characteristics, skills, strengths, and
weaknesses, and present this research according to a particular situation in which they have practiced leadership (mirror the leadership assessment outline covered in Essay #1, but it does not have to be a perfect match if the situation does not warrant). Also, assess how you would fulfill this person’s same responsibilities. The purpose of the paper is to use someone else’s experience to be both analytical and reflexive of your own leadership style, not to conduct and transcribe an interview.

2: Watch one of the recommended movies that have leadership as a main theme (or choose another movie), and write an analytical paper discussing leadership. This is not a plot summary. Use your own analytic framework of leadership (including the main points discussed in the course), or use the outline described in the 2-credit paper (see below).

3: Write an analytic paper presenting an alternative leadership style or organizational style. For this, you may use one of the leadership books listed in the “Further Reading” section as your primary source and applying its approach to a particular individual/situation. Discuss similarities and differences; strengths and weaknesses; and discuss which approach fits better with your own style and why.

4: A research paper on the evolution of leadership styles or some aspect of leadership. You must choose a unit of analysis (i.e. a time frame; a particular country; an organization; a culture) and frame your research according to this unit of analysis.

5: If you have an alternative option for fulfilling this requirement, present me with research outline. At a minimum, the outline must include the research question, a description of how you will conduct the research and analysis, and a description of what kind of findings you hope to achieve. You must submit this research design for approval if you wish to do this option for the second-credit requirement. The topic must be approved by Professor Jones ahead of time.

6: You may write an essay according to the format noted in the “Additional Research Paper for Two-Credit Option” (see below).

6. Additional Research Paper for Two-Credit Option: If and only if you are enrolled in the two credit option, then you must complete an additional Research Paper that is worth 40% of your grade (those taking the two credit option should half the values listed above for assignments 2-5, but attendance remains the same). This paper must assess a leader according to the topics covered in the course. In doing so, you must use a minimum of five (5) sources (books, articles, movies, etc.). The outline for your essay should be as follows:

1: Identify the individual—What is the person’s background? What are their personality characteristics? What are their strengths and weaknesses?

2: Identify the situation—What is the environment? What is this person or the person’s group trying to achieve? What are the characteristics most appropriate for this situation? Who is in support and who is in opposition to the group’s interest?
3: Identify the vision—What is his or her vision?

4: Identify the team—Who else is involved, seen and unseen? What are their responsibilities? What are the crucial actions/responsibilities that someone else achieved that were vital to success?

5: Discuss identities—Who are they? What is it about this group and their individual and group identities that make them want/willing to work together? How flexible are those identities?

6: Goals and actions—What are some of the goals? What is the process of decision-making and what are the actions to achieve those goals?

7: Assess the outcome—Did they achieve the vision/goals? Was it successful or unsuccessful? What worked well? What could be improved? What is the next step?

8: Identify a situation in which you will (or intend to) play a leadership role in the coming year. How would this person serve in this role? How do you plan to serve in the role? What are the differences, and why?

Your paper should be approximately 2000-3000 words (no more than 10 pages based on the format covered in “Paper Guidelines”).

Paper Guidelines
All papers must meet the following minimum standards:

- Papers are due 30 days after the last day of your program. I will give you an exact date during the first meeting of the course.
- All essays should be submitted in the following format: 12-point font, Times New Roman font, 1-inch margins, with pagination on each page or on each page other than the first. Please make sure that your cover page includes your name, the course name, the section number, and the dates of your section (please do not include the cover page in word count or total page length). You may put this information on the first page of your essay/journal in the top corner of the page instead of having a cover page, but please do not include it in your word count (this may add up to but no more than 1 page to your maximum page allowance).
- All pages need to numbered.
- Papers should have no grammatical or spelling errors. Proofread your paper before turning it in.
- References to authors must be cited using a standard citation method (i.e. Chicago or MLA format). Either footnotes or endnotes are acceptable. When an author's work is paraphrased, credit must be given to the author, preferably in the body of your paper and in a footnote/endnote. Anything quoted must be indicated with quotation marks and a citation. A quote used without quotation marks is plagiarism, even if the author is cited.
- Contact Professor Jones with ANY questions regarding this or any other assignment.
How to turn in work
Follow the format laid out below when turning in your work:

- All written work will be submitted via Blackboard, under the “Assignments” section.
- Students should attach work as Microsoft Word documents—submit assignments as “.doc” files and not as “.docx” files.
- You must coordinate with Professor Jones regarding late submissions of any work well in advance of the date of submission. Work submitted late without previous coordination will result in a significant grade reduction.

Academic Integrity
All students are bound by American University’s Academic Integrity Code. This includes but is not limited to plagiarism, inappropriate collaboration, dishonesty in written or oral work, dishonesty in papers, fabrication of data, and copyright violations. The full code as well as the adjudication process can be found at http://www.american.edu/academics/integrity/code.htm.

Logging onto the Blackboard course site
Step one of two, change your log-in information:
1) Go to https://my.american.edu.
2) Log in with your Username and Password that is provided on the first day of class (if you have forgotten or lost this information, please contact collegecredit@american.edu).
3) In the menu on the right side of the screen, click on “Technology.”
5) Enter new password.
6) Re-click on the “Technology” tab.
7) Under “Personalized Links,” choose “Synchronize Password,” and on the new page choose “Synchronize My Passwords!” This can take up to 10 minutes to change your password.
8) Also, make sure to forward your AU email to whatever address you will be checking over the summer. To do this, click on the “Technology” tab, under “Personalized Links” choose “Forward my AU E-mail Account,” enter your email address, and click “Forward my email!”

Step two of two, log on to the Blackboard site:
1) Go to https://blackboard.american.edu/.
2) Click on “User Login.”
3) Enter your Username (the same Username used for the previous step that was given to you on the first day of class) and Password (the changed password from the previous step).
4) Click “Login.”
5) Under “My Courses” on the right side of the screen, choose “Mastering Leadership, NSLC.”
6) You now have access to all of the provided course material, discussion boards, and the assignment turn-in page. All material is organized by session or topic according to the buttons on the left side of the course page.

For any questions with your username or password, please contact collegecredit@american.edu.
For Further Reading/Review
(Do NOT purchase or bring these to the course. We may use excerpts of these in class, but I will provide copies of the appropriate portions.)

Books:


Movies:


Updated: May 19, 2009