

COURSE TITLE: ALS 801 Leadership Theories

TERM: Fall 2012

LOCATION: 138 Stouffer

TIME: Friday 12:00 PM - 6:00 PM

The student/faculty Advisory Committee meets once per semester from 11am to 12 noon.

INSTRUCTOR: Robert Millward

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TEXT:

1. Offstein, Evan. (2006) Stand Your Ground: Building Honorable Leaders the West Point Way

(Available at Amazon.Com / or Used from ABEBooks.Com)

2. Shaara, M. (1974). *The Killer Angels*. Ballantine. **New, Borders, Amazon.Com or used from ABEBooks.com**

3. Assigned Biography: See Assignment #1.

Movie:

Rent and view prior to our Leadership Retreat: *Gettysburg* [Motion picture]. United States: Warner Brothers. (Rent from Blockbuster?)

COURSE DESCRIPTION:

This course is designed to help doctoral candidates to reflect on what the terms leader, leadership, ethics, ethical behavior, administrator, and organizational theory mean.

COURSE OBJECTIVES:

1. To reflect on the concept of leader and to begin developing a theoretical position regarding your own administrative style.
2. To explore topics that relate to leadership and leadership theory in preparation for writing the first chapter of your dissertation.
3. To reflect on how administrators and leaders perceive the organization, their feelings about organizational change, and their understanding of organizational theory.
4. To focus on your beliefs about leadership and organizational theory. How do you define the term leader? How do you perceive your organization? Does your organization promote the application of learning? How do you know? How do you assess the effectiveness of your organization? To get the educational community involved in developing a set of educational beliefs to enhance student learning.
5. How do you define ethics? Does your staff perceive the organization as ethical? To enhance skills related to writing, oral presentation, problem analysis, judgment, decision making, sensitivity, ethics, and leadership.

Assignment 1 ALS 801 Leadership Theory

Lead a class discussion focusing on the leadership attributes of your assigned individual. What leadership theory seems to match your person? What early experiences promoted the development of leadership skills? What are the main themes or messages?

Tell a story about your assigned "leader." What is the message?

Time frame: 15-20 minute joint presentation

1 page executive summary of your topic.

3rd Seminar

Nellie Bly, Brooke Kroeger

Luke Faust

Tara Zirkel

The Defining Moment, Jonathan Alter

Philomena Gill Tim Long

Wooden on Leadership, by John Wooden

Lee Ann Leech Allen Lane

Free the Children, Craig Kielburger

Maggie Martz

Daniell Matthews

4th Seminar

Narrative of the Life of Frederick Douglass	Felix Moreno	Jennifer Serowick
Ida Tarbell, by Kathleen Brady	Michael Pennington	Jamie Brandon
Barbara Jordan, by Mary Beth Rogers	Eric Pope	
George C. Marshall, Mark Stoler	Christopher Robinson	Pam Thomas

5th Seminar

Rosa Parks, Douglas Brinkley	Wendy Snodgrass	Morris Hundley
Tecumseh by John Sugden	Kimberly Streiff	Terrence Hudson
Lincoln, by Herbert Donald	Justin Tatar	Aaron Johnson
Nelson Mandela, Long Walk to Freedom by Nelson Mandela	Ken Brundage	Scott Eckhart

COURSE ASSIGNMENT 2 (Approximately 5-7 pages, APA style)

Write a essay about your leader.

Develop an overall thesis in your first paragraph.

John Smith was a leader, not because of what he said and did; but because of what he didn't say. Taking a close look at his life prior to 1933, here lies the events that would shape his actions in 1949. Let me start with the event that most consider.....

Develop a hypothesis. For example: Three questions often arise, first was John Smith a leader? Second, did John Smith's actions during the _____ have a profound impact on _____? And finally, what leadership theory seems to describe John Smith?

Body of the essay supports your hypothesis and should establish a connection to a leadership theory.

**Let me begin by trying to answer the first question. was John Smith a leader?
Evidence is not.....**

Conclusion

What lessons can be learned from John Smith's tragic mistakes and can we make a conclusions regarding leadership? Three facts stand out. First.....etc.

SESSION 1 September 7th

Leadership Theory/Organizational Theory

12:00 Overview of Course

12:30 Leadership/ Administrative Procedures/ Organizational Theory
Simulation: Promoting a Set of Beliefs

(Leadership theory) Ethics

Stand Your Ground : Building Honorable Leaders the West Point Way by Evan Offstein (2006)

Wild Bill Donovan: Example of a book presentation by Millward

SESSION 2 October 5,6 Gettysburg

Read: *Killer Angels* and watch the movie "Gettysburg" prior to arrival.

11:00 AM Lunch: Hoss's 1140 York Road, Gettysburg

12:00-5:00 Board bus for "A Leadership Walk Across the Battlefield". Orientation to Gettysburg by Col. Len Fullenkamp, Professor of Leadership U.S. War College, Carlisle, Pennsylvania. Day one and two of the battle and the leadership decisions made throughout the two-day period.

Motel Check-in Hilton Garden Inn, York Road

7:30 Dinner, Dobbin House, Gettysburg

Saturday: 8-12 Board Bus: A Leadership Walk Across the Battlefield: Day 3 of the Battle. 12:00 Lunch

SESSION 3 October 26

Situational Leadership Theory:

Oral Presentations

Excerpt from the movie **Patton**.

Movie opening: Describe whether this opening supports your image of a leader, a non leader, a very good army officer, or a good manager.

What skills if any are you observing in this opening?

Second scene: Describe whether Patton's actions/behavior supports your image of a leader, non leader, a very good army officer, or a good manager.

What skills if any are you observing in this scene?

Is Patton a leader? Yes? No? Not Sure? What facts, attributes, data, etc. do you need to help you answer this question?

Follow-up discussions on "Stand your Ground."

Book Discussion:

Nellie Bly, Brooke Kroeger Luke Faust Tara Zirkel

The Defining Moment, Jonathan Alter Philomena Gill Tim Long

Wooden on Leadership, by John Wooden Lee Ann Leech Allen Lane

Free the Children, Craig Kielburger Maggie Martz Daniell Matthews

SESSION 4 November 9

Book Discussion: Principles of Leadership

4th Seminar

Narrative of the Life of Frederick Douglass Felix Moreno Jennifer Serowick

Ida Tarbell, by Kathleen Brady Michael Pennington Jamie Brandon

Barbara Jordan, by Mary Beth Rogers Eric Pope

George C. Marshall, Mark Stoler Christopher Robinson Pam Thomas

Simulation: In-Basket Simulation: Assessment of skills in problem analysis, judgment, organizational ability, sensitivity, beliefs, decision making.

SESSION 5 December 7 (Tentative topics)

Book Discussion:

Rosa Parks, Douglas Brinkley Wendy Snodgrass Morris Hundley

Tecumseh by John Sugden Kimberly Streiff Terrence Hudson

Lincoln, by Herbert Donald Justin Tatar Aaron Johnson

Nelson Mandela, Long Walk to Freedom by Nelson Mandela Ken Brundage Scott Eckhart

Prior to class, find one article that focuses on attributes of an outstanding teacher, teacher leader, or programs that produce outstanding teachers. Does your article focus on any of the points in the following example?

Example: Improving College Programs

The Dean of the College of Education would like to develop a teacher education program that would ensure that teacher education majors were recognized as having skills and abilities far beyond teacher education graduates at all other teacher education institutions. The Dean believes that the college can and should produce graduates that are recognized as "Outstanding" or as "Teacher Leaders."

1. What policies, courses, experiences, etc. would need to be implemented to produce education majors who would be recognized as outstanding teachers?

2. Theoretical Model of Teacher Leader

What three attributes would you use to describe a teacher leader?

How would you symbolize a teacher leader?

Working with a small group of colleagues identify 3 critical skills needed to be a teacher leader. (5 minutes)

What is your theoretical position?

What must the college include in this new "Teacher Leader" program that would ensure that graduates would develop into teacher leaders?