

LEAD 595 Contemporary Issues in Leadership

Instructor

Wren Mills, Ph.D.

Email

Wren.Mills@wku.edu

Phone

270-745-3169

Office Hours

Mondays-Thursdays, 9am-12pm CT

Online only, by appointment only, via Zoom

In general, **email is the best way to contact me**. I always have my email open when I am at my desk during the week, and I check it at least in the morning Friday-Sunday. You should normally get an email answer within 24 hours (often within minutes during office hours). If I will be out of town or have no email access for some reason, I'll alert you to this before it happens unless it's an emergency. **I am happy to help you, so don't be afraid to ask.**

Blackboard Help/WKU IT Help Desk

270-745-7000

Make Sure You Know How to Use Blackboard

Bb Student User Training

If you have not used Blackboard a lot, or if this is your first online class, I *highly* recommend signing up for and completing the Blackboard Student User Training. These are topical modules that even those who have used Blackboard a lot have told me are helpful.

To sign up, go to Blackboard and sign in, and click the IT TRAINING tab (top, toward the right, black with white writing). Look for IT Blackboard Student User Training... you will gain instant access upon signing up. This is not required, but it could be very helpful for you and important for your success!

WKU Distance Learning Student Resource Center

You may also want to visit the [WKU Student Resource Center](https://www.wku.edu/online/srp/): <https://www.wku.edu/online/srp/>

Course Texts (required)

Goleman, D., Boyatzis, R., & McKee, A. (2013). *Primal leadership: Unleashing the power of emotional intelligence*. Boston: Harvard BRP. ISBN: 978-1-4221-6803-5

Rosenbach, W. E., Taylor, R. L., & Youndt, M. A. (Eds.) (2012). *Contemporary issues in leadership* 7 ed. Boulder, CO: Westview. ISBN: 978-0-8133-4557-4

Other Items Needed

- A computer—*not a tablet, not a phone*— with a reliable Internet connection.
- Microsoft Word or word processing software that saves files in .docx file format (All students have access to Office 365 through the [Microsoft Student Advantage program](https://www.wku.edu/it/sms/microsoft_sa.php) (https://www.wku.edu/it/sms/microsoft_sa.php)
- I recommend Firefox or Chrome as the Internet browser you use.

Prerequisites

LEAD 500 or Permission of Instructor

Course Description

This course is designed to provide the student with an understanding of Contemporary Issues in Leadership, including theory and application of leadership ideas, relationships, hazards, emotional intelligence, and conflict management. Specifically, students will learn prominent theories and their appropriate applications in organizations. In addition, students will be exposed to a variety of real-world readings that will help formulate leadership strategies for various situations.

Learning Outcomes

Upon completion of this course, the student will be able to:

1. Critique, synthesize, and present the salient points from a set of readings on current leadership issues;
2. Demonstrate the ability to make links between theory and practice around a contemporary leadership issue and how those linkages impact organizations
3. Integrate lessons learned from contemporary issues into their personal leadership philosophy.

Course Policies

Use of Technology

This is an online course where all required work will be completed online through the use of Blackboard and the Internet. If you do not know how to use Blackboard, tutorials are available online (see page 1).

Attendance Policy

Online attendance is monitored. **It is the student's responsibility to withdraw from the class if he/she does not wish to continue enrollment.** Those who do not complete any work from Lesson 1 by the Sunday deadline will be dropped from the course.

Inclement Weather Policy

Should WKU close campus for weather-related reasons, unless it is specifically stated that online classes should cease progress, this course will proceed as scheduled. If a weather event causes significant and extended power or internet outages that could delay our progress together, a new schedule may be announced and posted.

Student Email and Blackboard Announcements

All students should check their WKU email accounts at least weekly and the Blackboard Announcements page each time they log in. New announcements will appear at the top of the page, so read until you get to information you already know. Not checking email/reading the Announcements is not an excuse for not knowing of information given via those mediums. (Note that Blackboard automatically emails all announcements!)

Grading

Your course grade will be based on the work outlined in this syllabus and schedule, as well as any additional work given (though none is anticipated). Grades are always available on Blackboard (My Grades), so I don't answer emails that ask, "What's my grade?"

The letter grade for the course will be based on 1000 points: 1000-920 points = A (100-92), 919-820 points = B (91-82%), 819-720 = C (81-72%), 719-650 = D (71-65%), and less than 650 = F (64-0%).

Course Activities and Your Grade

Satisfactory completion of the learning outcomes will be measured as follows:

Syllabus Quiz (extra credit)	(10 extra credit)
Introduction	10
<i>Primal Leadership</i> Blog (10 pts x 11 posts)	110
<i>Primal Leadership</i> Blog Responses (4x 15 points each)	60
Discussion Boards (11 x 20 points)	220
Case Studies (2 x 100 points OR 1 x 200 points)	200
Contemporary Issue Analysis Paper	200
<i>Primal Leadership</i> Final Reflection	200

Total Points: 1000

Late Work

Coursework not submitted by the deadline will receive a 10% penalty on the grade earned and will not be accepted more than 3 days late. It is the student's responsibility to keep up with class assignments. The schedule of assignments has clear due date for each assignment on it. If the schedule changes, a new schedule will be announced and distributed via email and Blackboard. *Note: work not submitted by the deadline will receive a 0 in My Grades, but if submitted within 3 days WILL be graded and the 0 changed.* Note: no work will be accepted after Friday, July 19^t due to grade reporting requirements.

A Word about Due Dates of Assignments

All official due dates are listed on the schedule at the end of this syllabus. All assignments are due by 11:59pm CT on the last day that the Lesson is listed. I try to keep Blackboard up-to-date on this, but I may miss one here or there. Therefore, due dates are listed on the schedule. These dates override any other date you see on Blackboard.

My Plagiarism Policy

I do not tolerate plagiarism or academic dishonesty of any kind, and students WILL receive a zero on any assignment completed in a manner that is not considered honest and be reported to the Office of Student Conduct should they do this. Your papers are submitted to plagiarism detection software, as well, as are any suspect discussion board and blog postings. If you feel cheating is your only option, schedule an appointment to get help! I expect you to do your own work in this course—on discussions, blogs, papers, peer reviews—on all work!

Recycled Writing

Students who wish to pass this course will submit ONLY writing that has been written by the student and produced during the current semester and only writing that has been written for LEAD 595. All writing submitted for LEAD 595 must be produced this semester. Students who submit writing completed during previous attempts at LEAD 595 or writing submitted for other courses will receive zero points for the first instance. Students who continue after initial warning to submit writing completed during previous attempts at LEAD 595 or for other courses will receive a failing grade for the course.

Intellectual Property

It is a common misconception that material on the Internet is free. Even if a copyright notice is not present, work is the property of the creator. The instructor expects students to post only material that is the student's by right of creation unless the student gives proper credit via APA citations. The plagiarism policy applies on the Internet too. Images, sounds and other multimedia are included in copyright law.

Work Submission

All work is to be typed and formatted according to APA style. Submitting work in the wrong format will result in deductions. I will not accept hand-written or printed-out hard-copies of work. Work must be submitted in the space provided for it on Blackboard.

- Blog postings should be typed directly into the textboxes; no attachments
- Discussion board postings should be typed directly into the textboxes; no attachments
 - The CIA Paper Peer Review discussion is the ONLY exception to this.
- Papers and Case Studies must be submitted as attachments in Word (.docx) file format

Emailed assignments will not be accepted unless I specifically ask you to submit that way.

Corrupted Files

A word about "corrupted files": these are obviously not accepted, nor are they given extensions to correct, so once you submit your paper, go back and check the paper you submitted to make sure it is still able to be opened. If it is not, email me a working copy if the one on Blackboard somehow got corrupted immediately (as in within minutes of your original submission). Uploading "corrupted files" (which can be downloaded from the Internet) is a technique cheaters use to get more time on assignments. This is unfair to those of you who are hard-working, honest students, and I don't tolerate it.

If you submit the wrong file....

If you submit a file and realize that it was a draft or just not the right file in any way, simply send me an email with the correct file attached and let me know that the one with the email is the one to grade. No need to panic! I will email you to confirm that I will be grading the emailed copy instead of the one posted to Blackboard. Emailed copies may be submitted to plagiarism detection software (SafeAssign).

If Blackboard locks or is down when you need to submit....

If Blackboard locks or isn't available when you are trying to submit, email me the file with that explanation, and then when you next are able (as in the next day!), upload your file to Blackboard. You will have 24 hours past the deadline to do this. I won't grade your paper until a file is uploaded to Blackboard. This way I know you have it submitted on time, and you don't have to panic about Blackboard not playing fairly. I will compare the file submitted via email to the one submitted on Blackboard to make sure you haven't used this method as a way to get more time on an assignment, though (that's not fair to everyone who was honest and did their work on time).

Failure of Technology

We will be using Blackboard and the Internet for work in this course. *Problems with Blackboard should be directed toward the IT Help Desk.* Students should not put off things until the last minute, save often as they write, keep a permanent copy of each assignment in more than one place (a hard drive and a flash drive, for instance—or email it to yourself!), and not do work online during inclement weather!

If you have a problem and call the IT Help Desk, forward me a copy of the email they send you that opened your case if they are not able to resolve it immediately so that I know what's going on. In general, students are honest about having problems, but in the past, I've encountered several "not very honest" people who try to say they've called the Help Desk claiming not being able to access Blackboard in an attempt to get more time on work. **If you are not honest about this, you will be reported to the Office of Student Conduct.** I'm an understanding person, but for such behavior, I have no tolerance. It's not fair to those who are honest and who do from time to time have genuine problems!

Withdrawal Policy

It is the student's responsibility to withdraw from the class in a timely manner if he/she wishes to do so after attempting the syllabus quiz. The final withdrawal date is **Thursday, June 18, 2020.**

Incompletes (Grades of "X")

Incompletes (grades of "X") are given only for documented, extreme circumstances. Anyone receiving an X grade will sign a contract that lists all work to be completed by a given deadline to receive a grade.

Resolving Complaints about Grades

The first step in resolving a complaint about grades is for the student to attempt to resolve the problem directly with the course instructor. See [the Student Handbook](#) for additional guidance, available at <http://www.wku.edu/handbook>.

ADA Notice: Disability and Accommodations

In compliance with University policy, students with disabilities who require academic and/or auxiliary accommodations for this course must contact the Student Accessibility Resource Center located in Downing Student Union, room 1074 of the Student Success Center. The phone number is 270-745-5004 or [email](mailto:sarc.connect@wku.edu) at sarc.connect@wku.edu. Please do not request accommodations directly from the professor or instructor without a letter of accommodation from The Student Accessibility Resource Center.

The WKU Writing Center

I encourage you to utilize the services of [The Writing Center](#) in planning, drafting, and revising your work! They do offer online services! <http://www.wku.edu/english/writingcenter/writingcenter.php>

Respectful Behavior and General Civility

In my classes, I like to have free and open discussions of what we think and feel about class topics. So that we all feel comfortable expressing opinions freely, I ask that everyone be respectful of each other, even if we don't agree about everything. We can disagree and still be respectful. If someone chooses to use hateful, bigoted, or inappropriate language, I will report him/her to the Office of Student Conduct for further action, possibly even removal from class, or alternative work may be assigned.

Privacy Matters

The Internet may change or challenge notions of what is private and what is not. As your instructor, I prefer to provide disclosure up front so students know what the possibilities are. Although the course is protected by a password, such tools are not perfect as human beings are using them. Students are relatively protected by the password, but no one can guarantee privacy online. Part of the privacy for every student depends on the actions of each individual student.

- Blackboard enables your instructor to know if/when you have logged in, where in the course you have visited, and how long you have stayed. The IT Helpdesk also has access this information.
- Course Security: In the event you use a public terminal (e.g., a hotel or library) completely close the browser software when finished. This will prevent another person from accessing the course using your identification, doing mischief in your name, and violating the privacy of other students.
- Do not allow access to the course to those not registered in the course.
- Guard your password and change it from time to time at the [Create/Reset my Net ID Password page](http://www.wku.edu/it/accounts/netid/password.php) (<http://www.wku.edu/it/accounts/netid/password.php>)
- Participants are expected to represent their course identities in a truthful manner. Falsifying your identity is grounds for disciplinary action of all parties involved.

Title IX, Discrimination, Harassment, and Sexual Misconduct Policy

Western Kentucky University (WKU) is committed to supporting faculty, staff and students by upholding

- [WKU's Title IX Sexual Misconduct/Assault Policy \(#0.2070\)](https://wku.edu/eoo/documents/titleix/wkutitleixpolicyandgrievanceprocedure.pdf) at <https://wku.edu/eoo/documents/titleix/wkutitleixpolicyandgrievanceprocedure.pdf> and
- [Discrimination and Harassment Policy \(#0.2040\)](https://wku.edu/policies/hr_policies/2040_discrimination_harassment_policy.pdf) at https://wku.edu/policies/hr_policies/2040_discrimination_harassment_policy.pdf.

Under these policies, discrimination, harassment, and/or sexual misconduct based on sex/gender are prohibited. If you experience an incident of sex/gender-based discrimination, harassment and/or sexual misconduct, you are encouraged to report it to the Title IX Coordinator, Andrea Anderson, 270-745-5398 or Title IX Investigators, Michael Crowe, 270-745-5429 or Joshua Hayes, 270-745-5121.

Please note that while you may report an incident of sex/gender based discrimination, harassment and/or sexual misconduct to a faculty member, WKU faculty are "Responsible Employees" of the University and **MUST** report what you share to WKU's Title IX Coordinator or Title IX Investigator. If you would like to speak with someone who may be able to afford you confidentiality, you may contact WKU's Counseling and Testing Center at 270-745-3159.

My Pledges to You

- ✓ To be available to you either in a real or virtual environment to help you as you need it.
- ✓ To do my best to have work graded and posted back to you within 7-10 days after their due dates
- ✓ To answer reasonable questions in person or by phone at my office during office hours or by e-mail within 24 hours.

Course Schedule

The LEAD 595 Course Schedule is at the end of this syllabus. DO NOT simply depend on the due dates in My Grades or the items in the Lessons folders to let you know what to do each week.

Description of Assignments

Syllabus Quiz (up to 10 points extra credit)

To help you get familiar with course policies, you can take the syllabus quiz for a chance at 10 points of extra credit.

Introduction (10 points)

Research shows that online classes that begin with community building activities such as introductions have students with higher success and completion rates. See the prompt for what to share for credit, and be sure to read up during the first week and meet your classmates.

Primal Leadership Blog, Responses, and Reflection (370 points)

We will read this book one chapter per lesson, and you will make a chapter posting of your own (10 points each). Over that same time, you will choose at least 4 chapters when you will respond to the thoughts of at least one peer (15 points each). You must respond to peers 4 different chapters to receive credit for this, though you can certainly respond to more than 1 person on any given chapter. Responses are due no later than 2 days after the Chapter posting was due. The final assignment for the book will be a reflection on the book as a whole and 2 EQ assessments you will take, with the prompt on Blackboard guiding you on what is expected (200 points).

Discussion Boards (220 points)

Over the course of the term, you'll complete 11 discussions (20 points each) over selected readings. These postings will go beyond "tell me what you read" type discussions you may have completed in the past and ask you to apply the concepts. Meaningful responses are expected, as well. When you refer to information from your text or another resource, please use appropriate APA in-text citations. See the Start Here area of Blackboard for sample discussion postings for what is acceptable and on track to earn full credit.

Case Studies (200 points)

This summer I will give you the option of completing your choice of two of the four case studies posted in the Case Studies area of Blackboard (2 x 100 points) or to complete just one (1 x 200 points). Questions are provided for you to answer about each case. In these papers, title them the name of the case you are writing about, and simply answer the questions—there is no need to format the papers into essays. However, the answers to each question may require multiple paragraphs to answer. (In fact, the case guides for each of the studies average 3-5 pages in length to answer all of the questions.) A basic rubric is below:

Basic Grading Rubric:

- **Superior case study papers** will cite sources to support their answers and cite examples/details from the case, as well. These sources may be evidence from the cases themselves, LEAD 595 texts, other LEAD classes' texts, or even sources you seek out on your own. These papers that will earn the highest grades (typically A grades) if citations and a references page are included and writing errors are limited/do not cause problems with readability.
- **Average/Competent case study papers** will simply answer the questions in detailed, well-developed paragraphs citing only the case and not using outside sources to support the answers. These will earn B-C grades.
- **Unsatisfactory case study papers** will be exceptionally brief with their answers and offer few to any details and not utilize sources to support the answers. These will earn D-F grades.

Contemporary Issue Analysis (200 points)

This paper is a researched essay. Each student will select a contemporary issue relating to leadership in their current or future field to examine/analyze and propose a solution for that issue using ideas from this course and other leadership courses, their experiences (if applicable), and the research literature available to support it.

- Students are required to apply at least 3 concepts/ideas learned from our course texts (*Contemporary Issues in Leadership* and *Primal Leadership*) in the analysis of this problem.
- A minimum of 3 and a maximum of 5 sources (2 of which must be from peer-reviewed journals) should be utilized and cited in explanation of this topic.
- The finished paper should use APA style for paper set up and documentation; this includes a cover page, an abstract, and a references page.

Topic examples include:

- A nurse wanting to solve the issue of nurse **burnout** and how leadership principles might improve nurse retention.
- A student affairs professional noticing **low morale** that is affecting attendance and participation in philanthropic events and how to motivate potential participants.
- A business that has positions for advancement and several possible internal candidates who **don't quite meet the qualifications**, but with a bit of **development**, they could.

Expected length of this paper: 6-8 pages of text (does not include cover, abstract, and references page).

There will be smaller assignments throughout the course to help you prepare for this paper and to give you guidance from both your peers and your instructor:

1. Paper Proposal (-5 points if not completed)
2. Proposed Outline (-10 if not completed)

The proposal and outline assignments will not be worth points on their own; however, not completing them will result in deductions on the final paper as noted above.

Remember to cite all sources used—the class texts or other sources—both in the paper and on the References page.

Course Schedule LEAD 595

Work is due at 11:59pm CT on the last day given for each lesson unless otherwise noted.

WEEK 1

Let's Get Started (May 18-19)

To Read and Review:

- Read the syllabus

What Is Due:

- Syllabus Quiz (optional, extra credit)
- Which version of the books? survey
- Introductions Discussion

Note: those who do not complete any work from Let's Get Started by 4:00pm CT on 19th May will be dropped from the course. Contact your instructor if this deadline will be a problem.

Lesson 1: Heart I: The Heart of Leadership (May 20-21)

To Read and Review:

- Read Chapters 1-2 in *Contemporary Leadership Issues*
- Read Chapter 1 of *Primal Leadership*

What Is Due:

- Lesson 1 Discussion
- Primal Leadership Blog #1

Lesson 2: Heart II: Adaptability, Longevity, & Summit Leadership (May 22-24)

To Read and Review:

- Read Chapters 3-5 in *Contemporary Leadership Issues*
- Read Chapter 2 of *Primal Leadership*
- Prompt for Contemporary Issues Analysis Paper

What Is Due:

- Lesson 2 Discussion
- Primal Leadership Blog #2
- Contemporary Issues Analysis Paper Proposal (a Discussion Board)
- Extra credit: Plagiarism Tutorial

WEEK 2

Lesson 3: Relationships I: The Role of the Follower (May 25-28)

To Read and Review:

- Read Chapters 6-8 in *Contemporary Leadership Issues*
- Read Chapter 3 of *Primal Leadership*

What Is Due:

- Lesson 3 Discussion
- Primal Leadership Blog #3

Lesson 4: Relationships II: Mentoring (May 29-31)

To Read and Review:

- Read Chapters 9-10 in *Contemporary Leadership Issues*
- Read Chapter 4 of *Primal Leadership*

What Is Due:

- Lesson 4 Discussion
- Primal Leadership Blog #4

WEEK 3

Lesson 5: Journey I (June 1-4)

To Read and Review:

- Read Chapters 11-12 in *Contemporary Leadership Issues*
- Read Chapter 5 of *Primal Leadership*

What Is Due:

- Lesson 5 Discussion
- Primal Leadership Blog #5

Lesson 6: Journey II: Self-Limitations (June 5-7)

To Read and Review:

- Read Chapter 15 in *Contemporary Leadership Issues*
- Read Chapter 6 of *Primal Leadership*

What Is Due:

- Lesson 6 Discussion
- Primal Leadership Blog #6
- Case Study #1 (if only doing 1 case study this summer, submit to the “Submitting Only 1 Case” link)

WEEK 4

Lesson 7: Contemporary Issue Analysis Outline (June 8-11)

To Read and Review:

- Prompt for Contemporary Issue Analysis (in syllabus)
- Read Chapter 7 of *Primal Leadership*

What Is Due:

- Outline of your Contemporary Issue Analysis
- Primal Leadership Blog #7

Lesson 8: Journey III: Women and Leadership (June 12-14)

To Read and Review:

- Read Chapters 13-14 in *Contemporary Leadership Issues*
- Read Chapter 8 of *Primal Leadership*

What Is Due:

- Lesson 8 Discussion
- Primal Leadership Blog #8

WEEK 5

Lesson 9: Case Study 2 (June 15-18)

Note: June 18th is the final day to withdraw from this course

To Read and Review:

- Read Chapter 9 of *Primal Leadership*

What Is Due:

- Primal Leadership Blog #9
- Case Study #2 (if only doing 1 case study this summer, submit to the “Submitting Only 1 Case” link)

Lesson 10: Hazards I (June 19-21)

To Read and Review:

- Read Chapters 16-18 in *Contemporary Leadership Issues* Read Chapter 8 of *Primal Leadership*
- Read Chapter 10 of *Primal Leadership*

What Is Due:

- Lesson 10 Discussion
- Primal Leadership Blog #10

Begin to Draft

- Draft your Contemporary Issue Analysis Paper

WEEK 6

Lesson 11: Hazards II and OPTIONAL Lesson 12 (June 22-25)

To Read and Review:

- Read Chapters 19-20 in *Contemporary Leadership Issues*
- Read Chapter 11 of *Primal Leadership*

What Is Due:

- Lesson 11 Discussion
- Primal Leadership Blog #11

Lesson 12: OPTIONAL:

- Seek feedback on your drafted Contemporary Issue Analysis Paper from the Writing Center's online services or post your paper for a classmate to review

Lesson 13: Soul I and CIA Paper DUE (June 26-28)

To Read and Review:

- Read Chapters 21-22 in *Contemporary Leadership Issues*

What Is Due:

- Lesson 13 Discussion
- Contemporary Issue Analysis Paper

Primal Leadership Blog Responses are due by the end of this lesson.

WEEK 7

Lesson 14: Soul II (June 29-July 2)

To Read and Review:

- Read Chapters 24-25 in *Contemporary Leadership Issues*
- Take the two posted Emotional Intelligence assessments

What Is Due:

- Lesson 14 Discussion
- *Primal Leadership* Final Synthesis and Reflection (Paper) by Thursday, July 2

NOTE: Grades are due July 7th. Therefore, I will not accept late work beyond July 5.

Disclaimer

The information in this syllabus and the course schedule are subject to change. While changes are not anticipated, if there are changes, they will be posted in Blackboard and shared via an Announcement.