

## LEAD 200: Introduction to Leadership

### Instructor

Wren Mills, Ph.D.

My Pronouns: she/her/hers

### Email

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### Phone/Voice Mail

270-745-3169

### Office Hours

GRH 2015: Tuesdays, 9:00-12:30pm, 2:15-5:00pm, Thursdays, 9:00-11:00am, 2:15-4:00pm  
Fridays, 10:00-11:00am

I am generally on campus during my office hours, but it is best to make sure I don't have another appointment if you want to stop by. I can also set up a Zoom session to talk outside of office hours. 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 on weekends. You should normally get an email answer within 24 hours (often within minutes during the week), whereas with a voicemail, you will have to wait until I am in my office. 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 Student Resource Portal: Tools for Online Learners

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

## **Required Text**

Northouse, P. G. (2021). *Introduction to leadership: Concepts and practice*, 5 ed., Sage. ISBN 978-1-5443-5159-9

We will use the Sage Vantage platform in this class along with this text, so if you do not buy the e-text with this access, you will need to purchase a key to Vantage separately.

## **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](https://www.wku.edu/it/sms/microsoft_sa.php))
- I recommend Firefox or Chrome as the Internet browser you use.

## **Prerequisites**

None.

## **Purpose of the Course**

An introduction to the basics of effective leadership including an investigation of leadership theories and assessment of leadership styles.

## **Learning Outcomes**

Upon the conclusion of this course, students will be able to:

1. Relate leadership constructs to leadership approaches
2. Identify effective leader behaviors
3. Relate leadership models and concepts to your personal leadership approach

## **Components of the Course Grade**

Satisfactory completion of the objectives will be measured as follows:

- |  |                   |
|--|-------------------|
| • Syllabus Quiz  | extra credit      |
| • APA Quiz:  | extra credit      |
| • Introductions  | 5 points          |
| • Discussion Boards (13@15 points each)                  | 180 points        |
| • Chapter Quizzes (13 quizzes x 15 points)               | 195 points        |
| • Paper 1: Leadership Philosophy                         | 25 points         |
| • Paper 2: Reflection on Assessment Results              | 75 points         |
| • Lesson 7 Activities                                    | 30 points         |
| • Leadership Reflection Journal (14 entries x 10 points) | 140 points        |
| • Paper 3: Leader Analysis                               | 175 points        |
| • Paper 4: Leadership Development Plan                   | 70 points         |
| • <u>Final Exam</u>                                      | <u>100 points</u> |

**Total: 1000 points**

The letter grades for the course: 1000-895 points = A, 894-795 points = B, 794-695 = C, 694-595 = D, and less than 595 = F.

## **Grading Timeline**

Work should normally be graded within 5-7 days, though papers might take longer.

## **Required Texts**

Northouse, P. G. (2021). *Introduction to leadership: Concepts and practice*, 5 ed., Sage. ISBN 978-1-5443-5159-9

*This text will be available as a Day 1 Access eText via the WKU Store with the Sage Vantage platform included. If you opted out of the Big Red Backpack, you will need to purchase Vantage Access separately.*

## **Course Policies**

### **WKU Policies**

Information concerning, drop dates, withdrawals which are located in the [registration guide](#) which is updated for each semester. Also, all institutional policies are provided in your student [handbook](#).

### **Incompletes (Grades of "X")**

Incompletes (grades of "X") are given only for documented, extreme circumstances when students have completed the majority of the work assigned. The Registrar sets the date for completion of X grade courses, generally 12 weeks into the next full semester.

### **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>.

### **Late Work**

While I know you'll do your best to submit all of your work on time... sometimes life happens. If you are not able to submit work on time, please let me know this as soon as possible so that we can make a plan for you to submit up to one week late. If I do not hear from you, then the late penalties below apply.

***Work not submitted by the deadline that you have contacted me about prior to its being late will have a 1-week grace period. After that, you will receive a 10% penalty on the grade earned.*** It is the student's responsibility to keep up with class assignments. *Note: work not submitted by the deadline will receive a 0 in My Grades, but if submitted WILL be graded.* No work other than the final exam will be accepted beyond the last date listed for Lesson 14.

### **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 Central Time on the date that they are listed.*** However, if this is going to be a serious problem for you and you'd prefer an alternate due day, please get in touch.

## **Work Formatting and Submission**

All work is to be typed and formatted according to *APA Publication Manual*, 7<sup>th</sup> edition. In general, this is 1" margins on all sides, double spaced. As per the APA 7th edition manual, the following fonts are acceptable (each demonstrated here): Calibri, 11-point; Arial, 11-point, Times New Roman, 12-point; or Georgia, 11-point.

Submitting work in the wrong format will result in deductions. Most work will be submitted in the space provided for it on Blackboard, 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.* Note: I have not seen this happen in many years, so don't stress or panic about it. I'm just letting cheaters know I'm wise to their games.

### **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, try to submit it again—I have set all of your assignments to allow for multiple submissions. I always grade the last one submitted before the deadline. If that won't work, simply send me an email letting me know you need me to create an additional attempt for you. No need to panic!

### **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).

## **My Cheating and 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. Cheating or plagiarizing could result in offending students failing the course. Your work is submitted to plagiarism detection software, as well. 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—work that is intended to help you to become a better leader.

To represent ideas or interpretations taken from another source as one's own is plagiarism. Plagiarism is a very serious offense and not tolerated. The academic work of students must be their own. Students must give the author(s) credit for any source material used. To copy content directly from a source without giving credit is a flagrant act. To present a borrowed passage after having changed a few words, even if the source is cited, is also plagiarism. [Please refer to the “academic offenses” section of the WKU Student Handbook:](http://www.wku.edu/judicialaffairs/2004-05Handbook/12_AcademicOffenses.pdf) [http://www.wku.edu/judicialaffairs/2004-05Handbook/12\\_AcademicOffenses.pdf](http://www.wku.edu/judicialaffairs/2004-05Handbook/12_AcademicOffenses.pdf) for more details.

### **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 200. All writing submitted for LEAD 200 must be produced this semester. Students who submit writing completed during previous attempts at LEAD 200 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 200 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. If you aren't sure how to cite something, please just ask. We'll figure it out together!

### **Failure of Technology**

We will be using Blackboard and the Internet for work in this course. *Problems with Blackboard should be directed toward the ITS 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 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!

### **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](mailto: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.

### **Title IX, Discrimination, Harassment, and Sexual Misconduct Policy**

Western Kentucky University (WKU) is committed to supporting faculty, staff and students by upholding WKU's [Sex and Gender-Based Discrimination, Harassment, and Retaliation](#) (#0.070) and [Discrimination and Harassment Policy](#) (#0.2040). 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 Executive Director, Office of Institutional Equity/Title IX Coordinator, Ena Demir, 270-745-6867 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.

### **The Learning Center**

Should you require academic assistance with your WKU courses, The Learning Center (located in DSU Room 2141) provides free supplemental education programs for all currently enrolled WKU students. TLC offers certified, one-on-one tutoring by appointment or walk in. Online tutoring is offered to distance learners. Please contact TLC @ Downing Student Union for more information or to schedule a tutoring [appointment](#) (270) 745-5065.

### **The Writing Center**

[The Writing Center](#) tutors will talk with you about your writing to help you: brainstorm ideas, clarify main points, strengthen logic and support, smooth out organization, integrate sources and credit them properly, fine-tune sentence style, and learn to proofread. The WC helps you to become a better writer, they **won't** edit your paper for you. <https://www.wku.edu/writingcenter/>

## **Regular and Substantive Interaction (RSI)**

The U.S. Department of Education requires that distance education courses must include regular and substantive interaction between students and faculty. For more information about Regular and Substantive Interaction at WKU, please visit the [Regular and Substantive Interaction in Online and Distance Learning webpage](#). In this course, regular and substantive interaction will take place in the following ways:

- Individualized feedback on coursework
- Weekly Announcements

## **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 5-7 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.

## **Descriptions of Assignments**

### **Sage Vantage Platform**

As part of this course's texts, you have been given access to the Sage Vantage platform. All of your chapter quizzes will come from this source, and links have been provided in the course to help you navigate to them.

While they are not required, there are also other "assigned" materials in Vantage to help you better understand each chapter's ideas. You are encouraged to take advantage of them.

### **Discussion Board Questions**

You will participate in several discussions in this course. Examples of acceptable postings can be found in the Start Here area of Blackboard. Each discussion is worth 25 points. To receive up to 20 points for each discussion, you must: 1) answer the question(s), 2) apply and cite an appropriate leadership theory/aspect/practice (construct) to the answer that was discussed during the lesson, and 3) provide an experience/example that illustrates your answer. Although most questions are reflective, you must incorporate lessons learned from the reading material for the lesson in your posting to be eligible for full credit.

You can earn the other 5 points by posting meaningful comments to other student posts. Online discussion is generally looser and freer flowing than face-to-face, but you should still use correct grammar, spelling, and punctuation in your postings. You should exercise a basic respect for one another and not engage in derogatory arguments.

### **Chapter Quizzes**

You will complete 14 chapter quizzes, one over each of the 14 chapters in the Northouse text. This will be completed on the Sage Vantage platform, linked in Blackboard. The questions will be true/false and multiple choice. **Your lowest grade will be dropped at the end of the course.**

## **Leadership Reflection Journal**

During this course, you will complete 14 self-assessments from the Northouse text and answer a few select questions from your text each week. These will make up your Leadership Reflection Journal. At the end of term, you will use them to write your Leadership Development Plan.

***Full guidance sheets for each paper are in the Start Here! area of Blackboard.***

### **Paper #1: Your Leadership Philosophy**

At the start of the semester you will write a brief paper that describes your personal approach to leadership and share an example that demonstrated it.

### **Paper #2: Reflection on Assessment Results**

In a reflective essay, you will reflect on the results of the assigned assessments, discuss the accuracy of the assessments, any patterns seen between them, and how these assessments relate to your personal leadership philosophy and abilities and any leadership goals you have for yourself.

### **Paper #3: Leader Analysis**

In Lesson 1, you will select a leader who works in your major (or a major you're interested in if you have not yet declared one). You will conduct a leader analysis using the concepts discussed in each chapter of our text to guide you. Each week, you should draft preliminary analysis of your leader on the component(s) studied that week. At the end of the course, you will share your final analysis. The format of the project will be up to you—it might be a blog, it might be a paper, or it might be some other format.

### **Paper #4: Leadership Development Plan**

The Journals you do throughout this course will help in the development of this final paper that you will submit for LEAD 200. In this essay, you will think through the leadership concepts we've covered this term and assessments you've completed and select leadership constructs to work to personally develop based on your assessment results. You will also reflect on and revise your leadership philosophy submitted in Lesson 1.

### **Final Exam**

Students will take a final exam, online, over the entire course, in Blackboard. It will be 100 multiple choice and true/false questions. You will have 2 hours.



### **Extra Credit Opportunities**

Below are all of the extra credit opportunities planned for this semester. If there are any more, they will be offered to the class as a whole, not to individuals.

#### **Syllabus and APA Quizzes**

During Lesson 0, you have the chance to take quizzes over the syllabus and APA style for up to 10 points of extra credit.

#### **Paper 2 Writing Center Consultation**

For extra credit, you might choose to have a consultation with the Writing Center before submitting the Reflection on Assessments Results paper. This is worth 10 points. When you submit your proof, you must share how you think the consultation benefitted you to be eligible for the extra credit.

## **Schedule of Assignments**

All materials and links to submit assignments for each lesson are in the ***Lesson Folders*** area and the full prompts for papers are in the ***START HERE, PLEASE!*** area in Blackboard.

### **Lesson 0: Getting Started (through January 22)**

#### **To Read, Review, and Do:**

- Read and understand our syllabus and assignment schedule.
- Set up your Vantage account
- Take the Syllabus Quiz (extra credit)
- Take the APA Quiz (extra credit)
- Introductions Discussion

### **Lesson 1: Understanding Leadership (January 16-22)**

#### **To Read, Review, and Do:**

- Watch the Leadership vs Management video.
- Read Chapter 1, Understanding Leadership; review the PPT slides
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete Self Assessment 1.1: Conceptualizing Leadership Questionnaire

#### **What Is Due:**

- On Vantage: Chapter 1 Quiz
- Select a leader in your major for your leader analysis project
- Lesson 1 Discussion
- Leadership Reflection Journal (LRJ): Chapter 1
- Paper 1: Your Leadership Philosophy

### **Lesson 2: Recognizing Your Traits (January 23-29)**

#### **To Read and Review:**

- Read Chapter 2, Recognizing Your Traits, review the PPT slides.
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete Self-Assessment 2.1: Leadership Traits Questionnaire
- Watch the Great Man video
- Take the Jung Typology personality assessment (linked on Blackboard)

#### **What Is Due:**

- On Vantage: Chapter 2 Quiz
- LRJ: Chapter 2
- Lesson 2 Discussion
- Begin to draft your Paper 2: Reflection on Assessment Results

### **Lesson 3: Engaging Strengths (January 30-February 5)**

#### **To Read, Review, and Do:**

- Read Chapter 6, Engaging Strengths, review the PPT slides.
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 6.1, Leadership Strengths Questionnaire
- Watch the Strengthsfinder video
- Complete the VIA Strengths Assessment (linked in Blackboard)

#### **What Is Due:**

- On Vantage: Chapter 6 Quiz
- LRJ: Chapter 6
- Lesson 3 Discussion
- Continue to draft your Paper 2: Reflection on Assessment Results

### **Lesson 4: Understanding Leadership Styles (February 6-12)**

#### **To Read and Review:**

- Read Chapter 3, Understanding Leadership Styles, review the PPT slides
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 3.1, Leadership Styles Questionnaire

#### **What Is Due:**

- On Vantage: Chapter 3 Quiz
- LRJ: Chapter 3
- Lesson 4 Discussion
- Paper 2: Reflection on Assessment Results
- Extra Credit: Submit proof of Writing Center consultation

### **Lesson 5: Tasks & Relationships (February 13-19)**

#### **To Read, Review, and Do:**

- Read Chapter 4, Attending to Tasks and Relationships, review the PPT slides
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 4.1, Task and Relationship Questionnaire

#### **What Is Due:**

- On Vantage: Chapter 4 Quiz
- Lesson 5 Discussion
- LRJ: Chapter 4

## **Lesson 6: Developing Leadership Skills, Challenge the Process (February 20-26)**

### **To Read and Review:**

- Listen to the podcast for this lesson.
- Read Chapter 5, Developing Leadership Skills, review the PPT slides
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 5.1 Leadership Skills Questionnaire

### **What Is Due:**

- On Vantage: Chapter 5 Quiz
- LRJ: Chapter 5

## **Lesson 7: Creating a Vision, SMART Goals (February 27-March 5)**

### **To Read and Review:**

- Read Chapter 7, Creating a Vision, review the PPT slides.
- On Vantage: watch the videos assigned and review the materials
- On Vantage, Complete 7.1 Leadership Vision Questionnaire
- Complete the Values activity
- Complete the SMART Goals activities

### **What Is Due:**

- On Vantage: Chapter 7 Quiz
- Lesson 7 Activities
  - Top 3 Values + Definitions
  - SMART Goals Worksheet
  - Picture of “Draw Your Future” and Reflection
- LRJ: Chapter 7
- Lesson 7 Discussion

## **Lesson 8: Establishing a Constructive Climate (March 6-12)**

### **To Read and Review:**

- Read Chapter 8, Establishing a Constructive Climate, review the PPT slides
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 8.1, Organizational Climate Questionnaire

### **What Is Due:**

- On Vantage: Chapter 8 Quiz
- LRJ: Chapter 8
- Lesson 8 Discussion

## **SPRING BREAK (March 13-19)**

If you want to get ahead...

- Work on your Leader Analysis or your Leadership Development Plan

## **Lesson 9: Embracing Diversity and Inclusion (March 20-26)**

To Read and Review:

- Read Chapter 9, Embracing Diversity and Inclusion, review the PPT slides
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 9.1, Cultural Diversity Awareness Questionnaire
- Watch the video on Globalization
- Watch the video on Cultural Differences
- Watch the video of Madeleine Albright on Women in Leadership

What Is Due:

- On Vantage: Chapter 9 Quiz
- LRJ: Chapter 9
- Lesson 9 Discussion

## **Lesson 10: Listening to Out-Group Members (March 27-April 2)**

To Read, Review, and Do:

- Read Chapter 10, Listening to Out-Group Members, review the PPT slides
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 10.1, Building Community Questionnaire
- Watch the Admiral McRaven video

What Is Due:

- On Vantage: Chapter 10 quiz
- LRJ: Chapter 10
- Lesson 10 Discussion

## **Lesson 11: Managing Conflict (April 3-9)**

### **To Read, Review, and Do:**

- Read Chapter 11, Managing Conflict, review the PPT slides
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 11.1 and 11.2, Conflict Style Questionnaires A & B
- Watch the video: 5 Conflict Management Styles

### **What Is Due:**

- On Vantage: Chapter 11 Quiz
- LRJ: Chapter 11
- Lesson 11 Discussion

## **Lesson 12: Addressing Ethics in Leadership (April 10-16)**

### **To Read, Review, and Do:**

- Read Chapter 12, Addressing Ethics in Leadership review the PPT slides.
- Watch the videos by Bopp and Goleman
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 12.1, Sample Items from the Ethical Leadership Style Questionnaire

### **What Is Due:**

- On Vantage: Chapter 12 Quiz
- LRJ: Chapter 12
- Lesson 12 Discussion

## **Lesson 13: Overcoming Obstacles (April 17-23)**

### **To Read and Review:**

- Read Chapter 13, Overcoming Obstacles, review the PPT slides
- Read the article “When Solving Problems, Think About What You Could Do, Not What You Should Do”
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 13.1 Path–Goal Styles Questionnaire

### **What Is Due:**

- On Vantage: Chapter 13 Quiz
- LRJ: Chapter 13

## **Lesson 14: Exploring Destructive Leadership (April 24-30)**

### **To Read and Review:**

- Read Chapter 14, Exploring Destructive Leadership, review the PPT slides
- On Vantage: watch the videos assigned and review the materials
- On Vantage: Complete 14.1: Abusive Leadership Questionnaire

### **What Is Due:**

- On Vantage: Chapter 14 Quiz
- LRJ Chapter 14
- Lesson 14 Discussion
- Paper 3: Leader Analysis
- Paper 4: Leadership Development Plan

## **Finals Week: The Final Exam (May 1-4)**

- The **final exam** opens Friday, April 28 and closes Thursday, May 4<sup>th</sup> the end of the night.

You will need to complete the exam on Blackboard. I ask that you be honorable and do this on your own. Feel free to use your notes and texts if you like, but in my experience as both a student and a teacher, students who study first do better on the exam than those who try to look up all of the answers as they go along (they run out of time). As per any other final exam, you will have 2 hours to complete the exam once you begin. You have one attempt/access.