COURSE TITLE: BUS 4500-01 LEADERSHIP CONCEPTS

DESCRIPTION: This course surveys the major concepts, examples, theories, and practices of effective organizational leadership with a special emphasis on analyzing and developing one’s own leadership style.

PREREQUISITES:

SEMESTER: Spring 2014

COURSE START: January 13, 2014

CLASS HOURS: 6:00 – 9:15 p.m.

CLASSROOM: BUILDING CUVILLY HALL – CLASSROOM 9

COURSE MATERIAL: TEXTBOOK

THE ART AND SCIENCE OF LEADERSHIP 6TH EDITION, 2012
BY AFSANEH NAHAVANDI
NEW YORK: PRENTICE HALL (1-800-922-0579)
LIBRARY NUMBER BF637.L4N35

INSTRUCTOR: Sister Carol Miller

TELEPHONE: 650-508-3468

E MAIL: Cmiller@ndnu.edu

OFFICE HOURS: 30 minutes prior to the start of each class or by prearranged appointment.

ACADEMIC HONESTY: Academic honesty is a cornerstone of our values at NDNU. If any words or ideas used in an assignment submission do not represent your original words or ideas, you must cite all relevant sources and make clear the extent to which such sources were used. Words or ideas that require citation include, but are not limited to, all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. Consult the NDNU Student Handbook regarding consequences of misrepresenting your work.

PRIVACY and CONFIDENTIALITY: One of the highlights of the NDNU academic experience is that students often use real-world examples from their organizations in class discussions and in their written work. However, it is imperative that students not share information that is confidential, privileged, or proprietary in nature. Students must be mindful of any contracts they have agreed to with their companies.

LEARNING and OTHER DISABILITIES: If you have a learning disability or other circumstance that requires accommodations in this class, you must bring it to the attention of Program for Academic Support and Services (PASS) to arrange for possible accommodations (650-508-3670).

SYLLABUS UPDATES: Refer to this syllabus for course assignments. However the course syllabus and schedule are subject to change in the event of extenuating circumstances. Your will be notified of any changes made to the syllabus. In all circumstances University policies will be strictly adhered to.

CLASS ATTENDANCE: Your attendance is very important to your studies at the University. Non-attendance or lack of participation in the class will be considered during the grading process.
WORKLOAD: In addition to class attendance, every NDNU course includes assignments estimated to take approximately three or more hours per week per unit outside of class (14 hours). The distribution of average weekly hours of instruction/study for these courses will follow that norm, equating a total of 18 hours a week generally accorded to the following format:

Distribution of Average weekly Hours of Instruction/Study/Research/Writing=Total of 18 hours per week

- Classroom hours = 3.5 hours
- Textbook Reading and Note-Taking = 3.0 hours
- Research = 3.5 hours
- APA Writing, Proof-Read, Type = 5.0 hours
- Prepare & Present Projects = 3.0 hours

18 hours per week

\[ \times 14 \text{ weeks of course} \]

252 hours for course

WRITTEN ASSIGNMENTS: The School of Business and Management requires the use of the American Psychology Association (APA) publication guidelines as a standard for all papers.

LATE HOMEWORK: No late homework will be accepted.

PARTICIPATION: Both lecture and classroom activities (both in-class and online) are organized to maximize student involvement in the learning process. You will be evaluated on your comprehension of the material as well as your ability to discuss the relevancy (i.e., research pros and cons) of what was noteworthy in context of this class.

EXTRA CREDIT: No extra credit assignments will be given.

COURSE MATERIAL: - Published Textbook Information
In accordance with the federal Higher Education Opportunity Act, to the extent practicable, NDNU makes textbook information available as part its class schedule. NDNU makes every effort to ensure the accuracy of the textbook information provided. Due to issues such as textbook availability, errors, and academic reasons, NDNU may need to change textbook information that has been published. NDNU cannot take financial responsibility when a student purchases a non-refundable textbook and a change occurs to published textbook information. Students wishing to avoid this risk should purchase textbooks from sources that allow returns for refunds, such as the NDNU Bookstore managed by Follett at 650-594-1257.

COURSE FORMAT: This MPA course is tailored towards linking the course textbook with real-world applications. These applications will be in the methods of auditory, visual, tech links, and kinesthetic activities.
NDNU Vision Statement

Notre Dame de Namur University will be recognized in the San Francisco Bay Area as a leader in integrating community engagement into high quality academic programs. NDNU's programs will be widely known for their innovative synthesis of liberal arts learning, professionally-oriented learning, and core values.

NDNU Mission Statement

Founded upon the values of the international Sisters of Notre Dame de Namur (sndden.org), and rooted in Catholic tradition, Notre Dame de Namur University serves its students and the community by providing excellent professional and liberal arts programs in which community engagement and the value of social justice and global peace are integral to the learning experience. NDNU is a diverse and inclusive community that challenges each member to apply consciously values and ethics in his or her personal, professional, and public life.

NDNU Hallmarks of Education

1. We proclaim by our lives, even more than by our words, that God is good.
2. We honor the dignity and sacredness of each person.
3. We educate for and act on behalf of justice and peace in the world.
4. We commit ourselves to community service.
5. We embrace the gift of diversity.
6. We create community among those with whom we work and with whom we serve.
7. We develop holistic learning communities which educate for life.

NDNU Institutional Learning Outcomes (ILOs):

1. Critical Thinking
2. Oral Communication
3. Written Communication
4. Scholarship
5. NDNU Hallmarks of Education
NDNU School of Business Program Learning Outcomes (SLOs):

1. NDNU graduate students will acquire and demonstrate analytical and problem-solving skills in various disciplines of business, finances, economics, management, and marketing.

2. NDNU graduate students will learn to describe, discuss, and analyze current events in North America business with attention to the global, social, and ethical dimensions of events.

3. NDNU graduate students will acquire the communication, research, and technical skills needed to analyze business situations (problem/opportunity) and prepare and present a management report.

4. NDNU graduate students will engage in at least one internship or service-learning experience to demonstrate relevancy of foundational and theoretical knowledge of their academic major and to gain career-related experiences.

5. NDNU graduate students will develop critical thinking abilities and a foundation of ethical principles that allows them to work effectively, respectfully, ethically, and professionally with people of diverse ethnic, cultural, gender, and other backgrounds.

NDNU MPA Program Learning Outcomes (PLOs)

1. To analyze behaviors of individuals in institutions

2. To increase information literacy in public administration

3. To assess the public sector

4. To evaluate quantitative aspects of the public sector

5. To problem-solve in institutions

6. To promote the NDNU Hallmarks of Education
NDNU COURSE LEARNING OUTCOMES (CLOs):

1. To understand and apply the major theories, concepts, practices, and applications of leadership knowledge in managing individuals, groups, and organizations.

2. To gain perspective and respect on different leadership styles and the environments in which those styles bolster or hamper organizational performance, follower satisfaction, and alignment within the organization.

3. To understand the ethical issues associated with leadership practice and gain perspective on how to be an ethical leader.

4. To become knowledgeable about the nature and availability of leadership training and development methods and how they can create and sustain leaders within an organization.

5. To evaluate one's own leadership potential and identify one's strengths, limitations, and opportunities for improvement as a leader.
Class 1 – January 15, 2014 – 6:00 p.m. – 9:15 p.m. (195 minutes)

Class 1 – Leadership: Its Definitions & System

ILO = #1 critical thinking, Hallmark #6 community

SLO = #1 analysis

PLO = #4 quantitative public sector

CLO = #2 diversity

Lesson 1 and Textbook pp. 2-28

Review syllabus and textbook (30 minutes)

View this class Leadership: Its Definitions & System

Method auditory = Lecture (45 minutes)

Businessweek, The Economist, WSJ

Method visual = Tables & Figures pp. 9-20 (45 minutes)

Video excerpt 1 Apollo 13 (15 minutes)

Methods kinesthetic = Activity: Letters & Numbers (30 minutes)

Activity: Groups (30 minutes)

DQ p. 22 #1-10; DQ p. 23 #1-3

Break (15 minutes)

Preview next class Leadership: Cultural & Global Contests (30 minutes)

Homework Assignment

Read and Take-Notes on Textbook pp.2-28 & pp. 29-61: Read Indexes:

(references pp. 335-374; authors pp. 375-385; subjects pp. 386-396)
Class 2 – January 27, 2014 – 6:00 p.m. – 9:15 p.m. (195 minutes)

Class 2 – Leadership: Cultural & Global Contexts

ILO = #1 critical thinking; Hallmark #4 community service, #5 diversity
SLO = #2 current events, #5 critical thinking & ethics & diversity
PLO = #3 public sector
CLO = #2 differences, #3 ethics

Lesson 2 and Textbook pp. 29-61

Review last class Leadership: Its Definitions & System (15 minutes)

View this class Leadership: Cultural & Global Contexts

Method auditory = Lecture, (35 minutes)

*Ethica Nicomachea* PP 1094a

*Businessweek, The Economist, WSJ*

Method visual = Tables & Figures pp. 30-47 (20 minutes)

[http://executiveplanet.com](http://executiveplanet.com) (10 minutes)

[http://youtubeDd7FixvokBW](http://youtubeDd7FixvokBW) (5 minutes)

#294 Video Joy Luck Club (10 minutes)

#105 Video Japan: Aim &Target (10 minutes)

Photo NG June 1967:848

Method kinesthetic = Activity: Groups: Flags of world (15 minutes)

Leadership: Diverse Environments (30 minutes)

Break (15 minutes)

Preview next class Leadership Theories (30 minutes)

Homework Assignment Assessment Scale


1 3 5

Course number revised 10/04/11
Class 3 – February 3, 2014 – 6:00 p.m. – 9:15 p.m. (195 minutes)

Class 3 – Leadership Theories

ILO = #1 critical thinking, #4 scholarship, Hallmark # 7 educate for life

SLO = #1 analysis, #3 skill development

PLO = #1 behaviors, #2 info literacy, #5 problem-solving

CLO = #1 theories, #4 develop training, #5 evaluate self

Lesson 3 and Textbook pp. 62-100

Review last class Leadership: Cultural & Global Contexts (15 minutes)

View this class Leadership Theories

    Method auditory = Lecture (40 minutes)
        Businessweek, The Economist, WSJ

    Method visual = Tables & Figures pp. 66-74 (35 minutes)
        Vide excerpt #2 Apollo 13 (30 minutes)

    Method kinesthetic = Activity: Groups (30 minutes)
        Break (15 minutes)

Preview next class Leadership Traits (30 minutes)

Homework Assignment

Reflect on your leadership style Textbook pp. 93-94; 133-141
Class 4 – February 10, 2014 – 6:00 p.m. – 9:15 p.m. (195 minutes)

Class 4 – Leadership Traits – Part I

ILO = #1 critical thinking, #3 written communication, Hallmark # 6 community

SLO = #1 analysis, #2 current events, #3 skill development

PLO = #1 behaviors, #2 info literacy, #5 problem-solve

CLO = #1 theories, #2 differences

Lesson 4 and Textbook pp. 101-116

Review last class Leadership Theories (15 minutes)

View this class Leadership Traits – Part I

Method auditory = Lecture (45 minutes) Stanford 2011:48-53 Mary Barra

Businessweek, The Economist, WSJ

Method visual = Tables & Figures pp. 103-120 (30 minutes)

Generational Traits, Skills Traits

Video excerpt 3 – Apollo 13 (30 minutes)

Method kinesthetic = Activity: Groups (30 minutes)

Case Study Jeff Katzenbery p. 122

Activity: Groups: DQ p. 129 #1-8

Break (15 minutes)

Preview next class Leadership Traits – Part II (30 minutes)

Homework Assignment

APA Essay Leadership Issues & Styles

Assessment Scale

Weak Acceptable Outstanding

1 3 5

http://Timemanofyear2013PopeFrancis

http://leelococca9cLeadership

http://marybarra
Class 5 – February 24, 2014 – 6:00 p.m. – 9:15 p.m. (195 minutes)

Class 5 – Leadership Traits – Part II

ILO = #1 critical thinking, #3 written communication, #4 scholarship
SLO = #1 analysis, #3 skill development
PLO = #1 behavior, #2 info literacy
CLO = #1 theory, #2 differences

Lesson 5 and Textbook pp. 117-143

Review last class Leadership Traits – Part I (15 minutes)

View this class Leadership Traits – Part II

Method auditory = Lecture (45 minutes)

Businessweek, The Economist, WSJ

Method visual = Tables & Figures pp. 148-165 (30 minutes)

Video excerpt 34– Apollo 13 (30 minutes)

Photos of persons missing limbs

Method kinesthetic = Activity: Groups (30 minutes)

Case Study of Brandon Morocco

Break (15 minutes)

Preview next class Leadership and Power – Part I (30 minutes)

Homework Assignment

Assessment Scale

Case Study: Brandon Morocco

Weak Acceptable Outstanding

http://brandonmorocco

New York Times, July 4, 2010, p.1A

Sources of Power pp. 172-173
Class 6 – March 3, 2014 – 6:00 p.m. – 10:15 p.m. (195 minutes)

Class 6 – Leadership and Power - Part I

ILO = #1 critical thinking, #3 written communication

SLO = #1 analysis, #3 skill development,

PLO = #1 behavior, #2 info literacy, #5 problem-solving

CLO = #1 theory, #4 develop training, #5 evaluate self

Lesson 6 and Textbook pp. 144-155

Review last class Leadership and Traits -Part II (15 minutes)

View this class Leadership and Power (Part I)

  Method auditory = Lecture (30 minutes)

    Machiavellian Newsweek 10/19/98:73

    Carl Sagan: Rules: Golden, Silver, Brass, etc.

    Businessweek, The Economist, WSJ

  Method visual = Tables & Figures pp. 183-200 (15 minutes)

    Video Dance with Wolves (10 minutes)

    Video The Hunt for Red October (10 minutes)

    Video Jim Jones (10 minutes)

  Method kinesthetic = Activity: Group (15 minutes)

    Authentic Leadership p. 209

    Activity: Midterm in class (60 minutes)

    Break (15 minutes)

Preview next class Leadership and Power -Part II (15 minutes)

Homework Assignment

Read and Take Notes pp. 156-178
**Class 7 – March 10, 2014 – 6:00 p.m. – 9:15 p.m. (195 minutes)**

**Class 7 – Leadership and Power (Part II)**

ILO = #1 critical thinking, #4 scholarship, Hallmark #3 justice

SLO = #1 analysis, #3 skill development, #5 ethics

PLO = #1 behavior, #3 public, #4 quantitative public, #5 problem-solve

CLO = #1 theory, #3 ethics, #4 develop training, #5 evaluate self

Lesson 7 and Textbook pp. 156-178

Review last class Leadership and Power - Part I (15 minutes)

View this class Leadership and Power - Part II

  Method auditory = Lecture (45 minutes)

      Businessweek, The Economist, WSJ

  Method visual = Tables & Figures pp. 214-236 (30 minutes)

      Video #384 Stanford Prison Experiment (30 minutes)

      Video excerpt Karen Silkwood (15 minutes)

  Method kinesthetic = Activity: Groups (30 minutes)

      DQ p. 238 #10

      Activity: Group: List of Whistleblowers.com

      Break (15 minutes)

Preview next class Leadership and New Models (15 minutes)

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<thead>
<tr>
<th>Homework Assignment</th>
<th>Assessment Scale</th>
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<tbody>
<tr>
<td>APA Essay: A Whistleblower</td>
<td>Weak Acceptable Outstanding</td>
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1 3 5
Class 8 = March 17, 2014 – 6:00 p.m. – 9:15 p.m. (195 minutes)

Class 8 – Leadership and New Models

ILO = #1 critical thinking, # 2 oral communication

SLO = #1 analysis, #2 current events

PLO = #1 behaviors, #3 public

CLO = #1 theory, #2 differences, #4 develop training

Lesson 8 and Textbook pp. 179-212

Review last class Leadership and Power (15 minutes)

View this class

Method auditory = Lecture (45 minutes)

If Aristotle Ran General Motors,

Five Minds for the 21st Century, Mandela

Nobel Prize Laureates

Businessweek, The Economist, WSJ

Method visual = Tables & Figures pp. 249-267 (30 minutes)

Video excerpt 5 Apollo 13 (15 minutes)

Video excerpt Gandhi (15 minutes)

Video End – Schindler’s List (15 minutes)

Method kinesthetic = Activity: Group: (15 minutes)

Words of Wisdom Textbook p. 169

Break (15 minutes)

Preview next class Leadership and Nonprofits (30 minutes)

Homework Assignment Assessment Scale
APA Essay – Nobel Prize Laureates Weak Acceptable Outstanding

1 3 5

Course number revised 10/04/11
Class 9 – March 24, 2014 – 6:00 p.m – 9:15 p.m. (195 minutes)

Class 9 – Leadership and Nonprofits

ILO = #1 critical thinking, #3 oral communication, #6 community

SLO = #1 analysis, #5 diversity

PLO = #3 public, #4 quantitative public sector

CLO = #1 theory, #2 differences, #4 develop training

Lesson 9 and Textbook pp. 213-246

Review last class Leadership and New Models (15 minutes)

View this class Leadership and Nonprofits

Method auditory = Lecture (45 minutes)

    Businessweek, The Economist, WSJ

Method visual = Tables & Figures pp.280-296 (30 minutes)

Method kinesthetic = Activity: Group (45 minutes)

Break (15 minutes)

Preview next class Leadership and Teams - Part I (45 minutes)

Homework Assignment

<table>
<thead>
<tr>
<th>Group Project: City Council of Sebastopol</th>
<th>Assessment Scale</th>
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</thead>
<tbody>
<tr>
<td>Proposal: Should this city build and pay for a labor camp in this city for migrant workers?</td>
<td>Weak Acceptable Outstanding</td>
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</table>

Course number revised 10/04/11
Class 10 – March 31, 2014 - 6:00 p.m. – 9:15 p.m. (195 minutes)

Class 10 – Leadership and Teams (Part I)

ILO = #1 critical thinking, #2 oral communication, Hallmark #5 diversity

SLO = #1 analysis, #3 skill development, #5 diversity

PLO = #1 behavior, #2 public

CLO = #1 theory, #2 differences, #4 develop skills

Lesson 10 and Textbook pp. 247-257

Review last class Leadership and Nonprofits (15 minutes)

View this class Leadership and Teams – Part I

  Method auditory = Lecture (30 minutes)
           Group Presentations (15 minutes)

  Businessweek, The Economist, WSJ

  Method visual = Tables & Figures pp.310-327 (30 minutes)
           DVD#910.4 Titanic: How It Really Sank (45 minutes)

           National Geographic December 1985
           National Geographic December 1986

  Method kinesthetic = Activity: Groups (15 minutes)
           Acts of commission, omission, denial

           Break (15 minutes)

Preview next class Leadership and Teams – Part II (30 minutes)

Homework Assignment

  APA Essay:
  Titanic: How It Really Sank
  Leadership: acts of commission,
  acts of omission, acts of denial

  AssessmentScalar
    Weak Acceptable Outstanding
    1      3       5

Course number revised 10/04/11
Class 11 – April 7, 2014 - 6:00 p.m. – 9:15 p.m. (195 minutes)

Class 11 – Leadership and Teams - Part II

ILO = #1 critical thinking, #2 oral communication, #3 written communication

SLO = #1 analysis, #3 skill development

PLO = #1 behavior, #3 public, #5 problem-solve

CLO = #1 theory, #2 differences, #4 develop skills

Lesson 11 and Textbook pp. 258-278

Review last class Leadership and Teams – Part I (15 minutes)

View this class Leadership and Teams – Part II

Method auditory = Lecture (45 minutes)  
Businessweek, The Economist, WSJ

Method visual = Tables & Figures pp. 258-278 (30 minutes)  
Video excerpt 6 – Apollo 13 (15 minutes)  
Press Releases (15 minutes)

Method kinesthetic = Activity: Groups (30 minutes)  
Stages of Group Formation Leadership pp. 346-348  
Break (15 minutes)

Preview next class Leadership and Changes - Part I (15 minutes)

Homework Assignment                                            Assessment Scale
Write a Press Release                                         Weak Acceptable Outstanding
                                                             1     3     5

Course number revised 10/04/11
**Class 12 – April 14, 2014 - 6:00 p.m. – 9:15 p.m. (195 minutes)**

**Class 12 – Leadership and Changes - Part I**

ILO = #1 critical thinking, #4 scholarship, Hallmark #6 community

SLO = #1 analysis, #3 skill development

PLO = #1 behavior, #3 public, #3 problem-solve

CLO = #1 theory, #4 develop training, #5 evaluate self

Lesson 12 and Textbook pp. 279-289

Review last class Leadership and Teams (15 minutes)

View this class Leadership and Changes

- **Method auditory** = Lecture (45 minutes)
  
  *Businessweek, The Economist, WSJ*

- **Method visual** = Table & Figures pp. 279-289 (30 minutes)

  Guest Speaker (30 minutes)

- **Method kinesthetic** = Activity: Groups: (30 minutes)

  Leadership: Case of San Bruno P.G.E. explosion

  Break (15 minutes)

Preview next class Leadership and Changes - Part II (30 minutes)

Homework Assignment:

Prepare for final exam
Class 13 – April 21, 2014 - 6:00 p.m. – 9:15 p.m. (195 minutes)

Class 13 – Leadership and Changes

ILO = #1 critical thinking, #3 written communication, #4 scholarship

SLO = #1 analysis, #2 current events, #3 skill development

PLO = #2 info literacy, #5 problem-solving

CLO = #1 theories, #3 ethical, #5 evaluate self

Lesson 13 and Textbook pp. 290-307

Review last class Leadership and Changes – Part I (15 minutes)

View this class Leadership and Changes – Part II

   Method auditory = Lecture (45 minutes)
       Businessweek, The Economist, WSJ

   Method visual = Tables & Figures pp. 290-307 (30 minutes)

   Method kinesthetic = Activity: Groups: (15 minutes)
       Challenges of Future (Leadership p. 612)
       Textbook p.301 Implementing A Change
       Final exam (60 minutes)
       Break (15 minutes)

Preview next class Leadership and Development (15 minutes)

   Homework Assignment

   Read &Take Notes pp. 308-334
Class 14 – April 28, 2014 – 6:00 p.m. – 9:15 p.m. (195 minutes)

Class 14 – Leadership and Development

ILO = #1 critical thinking, #2 oral communication; Hallmark #2 dignity

SLO = #1 analysis, #3 skill development

PLO = #1 behavior, #2 info literacy

CLO = #1 theory, #3 ethical, #5 evaluate self

Lesson 14 and Textbook pp. 308-334

Review last class Leadership and Changes (15 minutes)

View this class Leadership and Developments

Method auditory = Lecture (45 minutes)

Guest Speaker (30 minutes)

Businessweek, The Economist, WSJ, Theory U

Method visual = Tables & Figures pp. 308-334 (45 minutes)

Return final exam and final grade (15 minutes)

Video Surprise (15 minutes)

Method kinesthetic = Activity: Groups: (15 minutes)

Challenges of Future Leadership & System

Break (15 minutes)
ASSIGNMENTS VALUE & KEY DATES:

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<tr>
<th>Assignments</th>
<th>Pt Value</th>
<th>Due dates</th>
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<tr>
<td>Participation (x pts possible per class mtg)</td>
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<td>Essay: Executiveplanet.com</td>
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<td>Essay: Evaluate Leadership of Lee Iacocca + Mary Barra</td>
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<td>Essay: A Whistleblower</td>
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<td>Group Project</td>
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<td>Essay: Titanic – How did it really sink? Who responsible?</td>
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<tr>
<td>Press Release</td>
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POINT TOTALS: 100

GRADE/POINT CONVERSION:

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COURSE ACTIVITIES:

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<tr>
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<th>Topics</th>
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<td>1</td>
<td>01/15</td>
<td>Leadership Definitions</td>
<td>Textbook pp. 2-28</td>
<td>Read &amp; Take Notes</td>
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<td>Leadership: Cultures &amp; Global</td>
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<td>Essay: Leadership Business Protocol</td>
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<td>Read &amp; Take Notes</td>
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<td>Leadership: Traits</td>
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<td>Leadership: New Models</td>
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<td>Leadership: Teams</td>
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<td>Essay: Leadership Titanic</td>
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<td>04/07</td>
<td>Leadership: Teams</td>
<td>Textbook pp. 258-278</td>
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<td>Prepare for Final exam</td>
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<td>Leadership: Development</td>
<td>Textbook pp. 308-334</td>
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Course number revised 10/04/11
Instructor Sister Carol Miller

Scholarships: Distribution Fund, Trust Fund (2), Viktor Frankl Institute, Mary Cleary Trust Fund

Degrees: B.A. Social Sciences & Political Sciences, College of Notre Dame; M.A. Education, University of San Francisco, M.A. Pastoral Counseling, University of Santa Clara, D.Min. Religion and Psychology (Logotherapy), GTU Pacific School of Religion (international, interdenominational, interdisciplinary)

Credentials: Teacher Credential, College of Notre Dame’ Administration & Supervision Credential, University of San Francisco; Counseling Credential, International Institute of Viktor Frankl, United States

Certificates: Logic-Based Therapy, Purdue University, Indiana; Citizen's Policy Academy, San Jose, CA.; Online Blackboard Faculty Academy, University of San Francisco; Online Moodle Faculty Academy, Notre Dame de Namur University, Executive Training in Priority Management, University of San Francisco; Managing Employees at Different Locations, Rockhurst University


Academic Presentations: Center for Scholastic Inquiry, April 9, 2014; World Congress of Logotherapy (1993-2006); Child Memorial Day, Government Center, San Mateo County, Member of Ethics Panel, International Symposium of Police Chiefs, University of San Francisco

Employment as Educator: Parish schools (4); High School (1); Professional Students and Graduate Students, University of San Francisco; Graduate Students, University of Santa Clara; Traditional Students, Professional Students, Graduate Students, Notre Dame de Namur University

Employment as Counselor: United Way Centre for Living with Dying, Santa Clara County; Burn Unit and Amputation Laboratory, Valley Medical Center, Santa Clara County; Co-Facilitator Parents of Murdered Children Support Group

Employment as Consultant: Religious Studies, Hungrymind.com

Employment as Administrator: Assistant Dean, College of Professional Studies, Interdisciplinary Studies, University of San Francisco; Executive Director International Sisters of Notre Dame de Namur, MPA Program Director, Notre Dame de Namur University

Volunteer: Children’s Hospital Stanford (1980-2004); Blood Bank; National Conference of Community and Justice; South Bay Interfaith Commission, National Geographic Society Bridge To Asia; Dr. Martin Luther King Commission, San Mateo County; Board of Directors Notre Dame High School, San Jose; Jesuit Foundation; City of San Jose Interviews for new police candidates

Awards: Children's Hospital Stanford; Community Service from Congresswoman Anna Eshoo; Appreciation Letter from Congresswoman Zoe Lofgren; Teacher Excellence Award 1985 U.S.F.; Teacher Excellence Award 1993, U.S.F.; Who is Who in America's Best Teachers; Outstanding Alumna University of Santa Clara, Appreciation Award, Associated Students, NDNU

Hobbies: Gardening, practice Japanese Aikido, writing a book Dr. Viktor Frankl for Youth.