

**TEXAS A&M UNIVERSITY
AGRICULTURAL DEVELOPMENT (ADEV) 340**

COURSE TITLE: PROFESSIONAL LEADERSHIP DEVELOPMENT

PREREQUISITE: Junior or senior classification

NATURE OF THE COURSE:

Leadership theorist Warren Bennis noted that the study of leadership isn't nearly as exact as, say, the study of chemistry. Unlike the physical world, the social world is not as orderly, nor is it as susceptible to rules. Unlike solids, fluids, and gases, people are anything but uniform or predictable. Bennis and other scholars support the notion that leadership is a scholarly discipline that can, in fact, be taught (Bennis, 1989; Bass, 1994; Kouzes and Posner, 1987; Cohen, 1990; Dodson, 1995; Cummins, 1995). ADEV 340 is based upon that premise.

As you study leadership theory, you must realize that there is a difference between socialization of a leader and leadership theory education. Many successful leaders obtain their leadership skills from practice; in other words, they are socialized into leadership - they have learned from their experiences. In ADEV 340, however, we will study the scholarly discipline of leadership. We will explore leadership theories and models of the leadership process and how you can apply them to leadership situations in your life. The following objectives will guide us through the semester.

COURSE OBJECTIVES: Upon completion of the course, you will be able to:

1. analyze leadership theory and models
2. synthesize leadership theory as a philosophy
3. model leadership skills in "learning organizations" (Senge, 1994)
4. evaluate ethical models in leadership theory

STUDENT OUTCOMES:

More specifically, when you complete this class, you will be able to do the following things:

- Recognize and apply multiple leadership styles
- Describe the following leadership models by drawing or labeling:
 - Blake & Mouton Leadership Grid
 - Situational Leadership Model
- Describe Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory of Motivation and apply them to leadership situations
- Describe and apply ethical models of leadership
- Create a personal vision
- Understand the eight steps of delegation and how delegation applies to sharing power
- Understand and apply group processes as they apply to team development
- Identify characteristics of effective teams

REQUIRED TEXTS

1. Leadership: Theory and Practice, (Third Edition), Peter G. Northouse
2. The Leadership Moment, Michael Useem

SCHEDULE: LECTURE: MW 10:20-11:10 AM, Scoates 208
 SMALL GROUP (LC) per schedule, SCOATES 101

LECTURE: Dr. Barry L. Boyd 130 Scoates Hall 862-3693 b-boyd@tamu.edu
 Office Hours by Appt

LEARNING COMMUNITY (LC) TEAM:

501-502	Danielle Harris	131 Scoates	862-7650	dharris@aged.tamu.edu
503	Ms. Katia Crawford		847-0011	katia_crawford@housing.tamu.edu
504-505	Mr. Felix Arnold	131 Scoates Hall	862-7650	farnold@aged.tamu.edu

COURSE EVALUATION:

Papers

-Song Intro	10 points
-Homeworks (4 @ 25 pts each)	100 points
-Leadership Case Study and Analysis	100 points
-Leadership Vision: Concept Map	100 points
-Aggie Town In-Basket	100 points

Examinations

(2 @ 100 pts each)--synthesis of lecture & readings	200 points
Final Examination (cumulative)	150 points

<u>Synthesis and Application</u> (Tuesday LC) (10 pts. each day; 20 pts. last class)	<u>140 points</u>
TOTAL COURSE POINTS	900 points

COURSE GRADE:

810-900 points	A	Note: points,
720-809 points	B	not percents
630-719 points	C	are used in the
540-629 points	D	calculation of
Below 540 points	F	your grade.

Class Participation ADEV 340 is a dynamic class where your leadership experiences provide an important context for the topics. Class interaction and participation are an important part of what makes this class work. I do not punish students for missing class, but because many of the concepts you will be tested on contain application activities not found in lecture notes or readings, missing class can make a difference in how you perform on exams. Attendance is taken in the learning community (LC) sessions (Tuesdays) and constitutes about 18% of your overall grade.

Explanation of assignments (written or verbal) will be made in class and the learning communities. Grammar, spelling, syntax, and readability will be considered in grading. Assignments are due at the BEGINNING of the class on the due date. Late assignments are penalized 10% per day up to three week-days following the due date. **NO ASSIGNMENTS ARE ACCEPTED AFTER THREE WEEK-DAYS.**

The "make up" policy follows university regulations. Classes, small group simulations, and exams may be made up only if the absence was "university excused." See the Student Policy and Procedures Manual for descriptions of excused absences (available at: http://www.cvm.tamu.edu/dcvn/handbook/table_of_contents.htm).

Exams will be approximately 60-70% multiple choice, and 30-40% short answer and essay questions. Students are expected to complete their own work; dishonest participation will be handled according to university regulations. Students will need a full-size gray/light blue scantron for each exam.

Sometimes, it becomes necessary to make changes in the syllabus. This will only be done when absolutely necessary. Changes in dates and topics will be announced in class and may not be communicated in writing (another reason to be in class).

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Office of Support Services for Students with Disabilities in Room 126 Student Services Building. The telephone number is 845-1637.

Aggie Honor Code

An Aggie does not lie, cheat, or steal or tolerate those who do.

Upon accepting admission to Texas A&M University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the philosophy and rules of the Honor System. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not exclude any member of the Texas A&M University community from the requirements or the processes of the Honor System. For additional information, please visit:

www.tamu.edu/aggiehonor/.

AGRICULTURAL DEVELOPMENT 340 COURSE SYLLABUS

Session #	Course Topic	Required Reading Chpts
Aug 29	Introductions, expectations for the semester, defining leadership	
Aug 30	<i>LC - No Class</i>	
Aug 31	History of leadership theory; management vs. leadership	Northhouse -- 1; Useem - 1
Sept 5	Trait Theories	Northhouse - 2
Sept 6	<i>LC - Personal Leadership Characteristics</i>	
Sept 7	Leadership styles - Distinguishing between task and relationship models	Northhouse - 4; Useem: 2 Homework 1 due
Sept 12	Leadership Continuum Model	
Sept 13	<i>LC - Application of leadership styles</i>	
Sept 14	Recognizing Leadership Styles	Northhouse - 12
Sept 19	Theories of shared vision	Useem - 8
Sept 20	<i>LC - Creating the Vision</i>	
Sept 21	Evolution to situational leadership	Northhouse -- 5
Sept 26	Critical analysis of situational leadership theory	
Sept 27	<i>LC - How Ethical Are You?</i>	Vision Concept Map due
Sept 28	Ethical Models in Leadership	Northhouse - 13
Oct 3	Ethics in the Real World	Review for Exam 1; Complete Ethics Simulation
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AGRICULTURAL DEVELOPMENT 340
COURSE SYLLABUS (continued)

Session #	Course Topic	Required Reading Chpts
Oct 4	<i>LC - Ethical Dilemmas</i>	
Oct 5	EXAM 1	Bring Blue Scantron
Oct 10	Acquisition and Use of Power	
Oct 11	<i>LC - Application of Power - Implication of actions</i>	Aggie Town Project due
Oct 12	Delegation and Power Sharing	
Oct 17	Motivation theories	Useem - 5; HW 2 due
Oct 18	<i>LC - What Motivates You?</i>	
Oct 19	Transactional leadership theory (LMX Theory)	Northouse - 8
Oct 24	Transformational leadership theory	Northouse -- 9
Oct 25	<i>LC - Transformational Leaders in Action</i>	
Oct 26	Transformational Leaders	
Oct 31	Models of group member roles	
Nov 1	<i>LC - Creative Teams</i>	Case Study due
Nov 2	Group dynamics models	Useem - 3; HW 3 due
Nov 7	Team Effectiveness Factors	Northouse - 9
Nov 8	<i>LC - How Effective is Your Team?</i>	
Nov 9	Team Effectiveness Factors	Review for Exam 2
Nov 14	EXAM 2	Bring Blue Scantron
Nov 15	<i>LC - Are You a Risk Taker??</i>	
Nov 16	Risk Theory in Leadership Models	Useem - 6 & 7
Nov 21	The Decision - Making Process	Useem - 4; HW 4 due
Nov 22	<i>LC - Building Group Consensus</i>	
Nov 23	Group Decision Processes	
Nov 28	Examining Leadership	Reading as assigned.
Nov 29	<i>LC - Evaluating Leadership</i>	
Nov 30	Leadership in the New Millennium	Review for Final Exam
Dec 5	Redefined Day - No Class	
Dec 13	FINAL EXAMINATION: 8 - 10 AM (501-505)	