



Advanced Leadership Theory and Practice Undergraduate Course Information Guide

Course Number: DCM 312, 4 credits, 10 Weeks
Delivery Formats: Online Async

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Course Description

In this course students will be strengthening their knowledge and skills in leadership theories and examine successful applications in public, private, and non-governmental organizations. Students will examine classic and current scholarship to bridge between theory and practice. Emphasis is placed on understanding the efficacy of the theories in the context of implementation in a global business environment.

Learning Outcomes

After completing this course, you will be able to:

- Describe foundational leadership theories and current approaches to leadership.
- Apply and foster critical thinking skills and analysis of various real-world leadership situations through the lens of classical and neoclassical leadership frameworks.
- Identify theoretically based leadership principles for effective leadership behaviors to strengthen and develop your leadership capabilities.
- Determine the nature of effective leadership for the global business environment grounded in the analysis of leadership theories and principles

Learning Strategies and Resources

Some learning activities, assignments and deadlines will vary depending on the delivery format of the course and may differ slightly from what is presented in this document.

- Readings: The readings introduce leadership theories and frameworks.

- Quizzes: assess their knowledge and understanding of the major leadership concepts from the readings. Quizzes are both multiple-choice questions and open-ended questions and can be retaken until a passing grade is reached.
- Discussions: Group discussions will address “challenging” leadership scenarios with rotating leadership.
- Case Studies: Students will complete four mini case study analyses and one final group case study presentation during this course
- 360 Leadership Assessment & Feedback Review: Students will complete a 360 review of their performance in their interactions with their team, which includes self, peer, and instructor feedback
- Reflection of Learning: Students will reflect on their strengths and areas for improvement as a leader throughout the course.
- Personal Leadership Action Plan: Students will identify three leadership competencies for personal growth and development during the first week of the course.

Required Readings

Books and learning materials are available at the DePaul bookstore, at <http://depaul-loop.bncollege.com>, or through alternative sources.

Antonakis, J., & Day, D. V. (Eds.). (2017). *The Nature of Leadership*. Thousand Oaks, CA: SAGE Publications ISBN 9781483359274

Additional readings may be available on Electronic Reserve, at the [DePaul Library](#). Login to Ares Course Reserves and select the course. Log in using your Campus Connect User ID and password. You will then get a page listing the courses in which you're enrolled that have readings posted in Ares. Click on the title of this course and the list of our electronic reserve readings will be displayed.

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Assessment of Student Learning

Distribution of Grade Points

Graded Assignments	Percentage of Final Grade
Quizzes (Modules 1-10) 10 points each.	10%
Student Lead Group Discussions (Module 2,4,6,8), 50 points each.	20%
Mini-Case Studies (Modules 3, 4, 5, 7), 50 points each.	20%

Leadership Reflections (Modules 1, 2, 5, 6, 7), 20 points each.	10%
360 Feedback Review (Module 8), 100 points	10%
Personal Leadership Action Plan (Module 9), 150 points	15%
Final Case Study Analysis (Module 10), 150 points	15%

Grading Scale

A = 95 to 100	A- = 91 to 94	B+ = 88 to 90
B = 85 to 87	B- = 81 to 84	C+ = 77 to 80
C = 73 to 76	C- = 69 to 72	D+ = 65 to 68
D = 61 to 64	F = 60 or below	INC

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Course Schedule

Week or Module Title or Theme	Readings / Learning Activities	Graded Assignments
Week 1, Module 1: Introduction: The Nature of Leadership	<p>Readings:</p> <p>Antonakis, J., & Day, D. (2018, 3rd edition). <i>The Nature of Leadership</i>. Sage Publications. Chapter 1</p> <p>Bright, D. S., & Cortes, A. H. (2019). <i>Principles of Management</i>. OpenStax.</p> <p>Bright, D. S., & Cortes, A. H. (2019). <i>Principles of Management</i>. OpenStax.</p> <p>Ancona, D. (2005). Leadership in an Age of Uncertainty. <i>Center for Business Research Brief</i>, 6(1), 1-3.</p>	<p>Discussion – Introduction</p> <p>Module One Quiz</p> <p>Thought Paper, Leadership Reflection One</p>

	<p>Meister, A., Wei Zheng, & Caza, B. B. (2020). What's Your Leadership Origin Story? <i>Harvard Business Review Digital Articles</i>, 2–6.</p> <p>Additional Graduate Level Reading:</p> <p>Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. <i>Annual Review of Psychology</i>, 60, 421-449.</p> <p>Watch:</p> <p>Listen, learn... then lead – Stanly McChrystal</p> <p>The inner journey to leadership – Leslie Stein</p>	
<p>Week 2, Module 2: Leadership Approaches I: Trait Approach Behavioral Approach</p>	<p>Readings:</p> <p>Antonakis, J., & Day, D. (2018, 3rd edition). <i>The Nature of Leadership</i>. Sage Publications. Chapter 2</p> <p>Bright, D. S., & Cortes, A. H. (2019). <i>Principles of Management</i>. OpenStax.</p> <p>Bright, D. S., & Cortes, A. H. (2019). <i>Principles of Management</i>. OpenStax.</p> <p>Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. <i>Academy of Management Perspectives</i>, 26(4), 66-85.</p> <p>Additional Graduate Level Reading:</p> <p>DeRue, D. S., Nahrgang, J. D., Wellman, N., & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. <i>Personnel Psychology</i>, 64, 7-52.</p> <p>Watch:</p>	<p>Student-Led Group Discussion One</p> <p>Module Two Quiz</p> <p>Thought Paper, Leadership Reflection Two</p>

	<p>Stop Managing, Start Leading - Hamza Khan</p> <p>Why we need introverted leaders - Angela Huches</p>	
Week 3, Module 3: Leadership Approaches: Context, Situation, and Contingencies	<p>Readings:</p> <p>Antonakis, J., & Day, D. (2018, 3rd edition). <i>The Nature of Leadership</i>. Sage Publications. Chapter 6</p> <p>Bright, D. S., & Cortes, A. H. (2019). <i>Principles of Management</i>. OpenStax.</p> <p>Kaplan, R. E., & Kaiser, R. B. (2003). <i>Developing versatile leadership</i>. MIT Sloan Management Review, 44(4), 19–26.</p> <p>Snowden, D., & Boone, M. (2007). A leader's framework for decision making. <i>Harvard Business Review</i>, 85(11), 68–76.</p> <p>Additional Graduate Level Reading:</p> <p>Oc, B. (2018). Contextual leadership: A systematic review of how contextual factors shape leadership and its outcomes. <i>The Leadership Quarterly</i>, 29, 218–235.</p> <p>Watch:</p> <p>Ted Talk: smart failure for a fast-changing world</p>	<p>Module Three Quiz</p> <p>Mini Case Study Analysis One</p>
Week 4, Module 4: Leadership Approaches: Transformational Leadership	<p>Readings:</p> <p>Antonakis, J., & Day, D. (2018, 3rd edition). <i>The Nature of Leadership</i>. Sage Publications. Chapter 3</p> <p>Bright, D. S., & Cortes, A. H. (2019). <i>Principles of Management</i>. OpenStax.</p>	<p>Module Four Quiz</p> <p>Student-Led Group Discussion Two</p> <p>Mini Case Study Analysis Two</p>

	<p>Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. <i>Journal of Applied Psychology</i>, 89, 755–768.</p> <p>Anthony, S., & Schwartz, E. I. (2017). What the Best Transformational Leaders Do. <i>Harvard Business Review Digital Articles</i>, 2–9.</p> <p>Additional Graduate Level Reading:</p> <p>Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. <i>Organizational Dynamics</i>, 18(3), 19–31.</p> <p>Antonakis, J., Fenley, M., & Liechti, S. (2012, June). Learning charisma: Transform yourself into someone people want to follow. <i>Harvard Business Review</i>, 127–130.</p> <p>Watch:</p> <p>Let's face it: charisma matters - John Antonakis</p>	
<p>Week 5, Module 5: Leadership Theories: Followership</p>	<p>Readings:</p> <p>Antonakis, J., & Day, D. (2018, 3rd edition). <i>The Nature of Leadership</i>. Sage Publications. Chapter 4</p> <p>Javidan, M., Dorfman, P. W., de Luque, M. S., & House, R. J. (2006). In the eye of the beholder: Cross cultural lessons in leadership from project GLOBE. <i>Academy of Management Perspectives</i>, 20, 67–90.</p> <p>Additional Graduate Level Reading:</p> <p>Jackson, E. M., & Johnson, R. E. (2012). When opposites do (and do not) attract: Interplay of leader and</p>	<p>Module Five Quiz</p> <p>Thought Paper, Leadership Reflection Three</p> <p>Case Study Analysis Three</p> <p>Leadership Development Action Plan Outline</p>

	<p>follower self-identities and its consequences for leader-member exchange. <i>Leadership Quarterly</i>, 23, 488-501.</p> <p>Watch:</p> <p>Monk, P. (2011). Leaders and followers: What tango teaches.</p>	
<p>Week 6, Module 6: Team Leadership</p>	<p>Readings:</p> <p>Antonakis, J., & Day, D. (2018, 3rd edition). <i>The Nature of Leadership</i>. Sage Publications. Chpt 7</p> <p>Pearce, C. L., Wassenaar, C. L., & Manz, C. C. (2014). Is shared leadership the key to responsible leadership? <i>Academy of Management Perspectives</i>, 28, 275–288.</p> <p>Additional Graduate Level Reading:</p> <p>Wang, D., Waldman, D. A., & Zhang, Z. (2014). A meta-analysis of shared leadership and team effectiveness. <i>Journal of Applied Psychology</i>, 99(2), 181.</p> <p>Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. <i>Academy of Management Journal</i>, 50(5), 1217-1234.</p>	<p>Student-Led Group Discussion Three</p> <p>Module 6 Quiz</p> <p>Thought Paper, Leadership Reflection Four</p>
<p>Week 7, Module 7: Leadership Development & Assessment</p>	<p>Readings:</p> <p>Antonakis, J., & Day, D. (2018, 3rd edition). <i>The Nature of Leadership</i>. Sage Publications. Chpt 14</p> <p>Day, D. V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (2014). Advances in leader and leadership development: A review of</p>	<p>Module 7 Quiz</p> <p>Mini Case Study Analysis Four</p> <p>Thought Paper, Leadership Reflection Five</p>

	<p>25 years of research and theory. <i>The Leadership Quarterly</i>, 25, 63-82.</p> <p>Additional Graduate Level Reading:</p> <p>Lacerenza, C. N., Reyes, D. L., Marlow, S. L., Joseph, D. L., & Salas, E. (2017). Leadership training design, delivery, and implementation: A metaanalysis. <i>Journal of Applied Psychology</i>, 102, 1686-1718.</p> <p>Watch:</p> <p>Torres, R. (2013). Roselinde Torres: What it takes to be a great leader (and how to develop one).</p>	
<p>Week 8, Module 8: Leadership and Gender</p>	<p>Readings:</p> <p>Antonakis, J., & Day, D. (2018, 3rd edition). <i>The Nature of Leadership</i>. Sage Publications. Chpt 10</p> <p>Cook, A., & Glass, C. (2014). Above the glass ceiling: When are women and racial/ethnic minorities promoted to CEO? <i>Strategic Management Journal</i>, 35, 1080-1089.</p> <p>Sanchez-Huiles, J. V., & Davis, D. D. (2010). Women and women of color in leadership: Complexity, identity, and intersectionality. <i>American Psychologist</i>, 65, 171-181.</p> <p>Lindsey, A., King, E., Membere, A., & Cheung, H. K. (2017). Two types of diversity training that really work. <i>Harvard Business Review</i>, 7, 28.</p> <p>Additional Graduate Level Reading:</p> <p>Glass, C., & Cook, A. (2016). Leading at the top: Understanding women's challenges above the glass ceiling. <i>The Leadership Quarterly</i>, 27, 51-63.</p>	<p>Module 8 Quiz</p> <p>Student-Led Group Discussion Four</p> <p>Thought Paper/Leadership</p> <p>Reflection Seven</p>

	<p>Listen:</p> <p>Podcast- how workplaces not women need to change to improve equality</p>	
Week 9, Module 9: Leadership and Culture	<p>Readings:</p> <p>Antonakis, J., & Day, D. (2018, 3rd edition). <i>The Nature of Leadership</i>. Sage Publications. Chpt 13</p> <p>Javidan, M., Teagarden, M., & Bowen, D. (2010). Making it overseas. <i>Harvard Business Review</i>, 88(4), 109-113.</p> <p>Additional Graduate Level Reading:</p> <p>Javidan, M., Dorfman, P., de Luque, M. S., & House, R. J. (2006). In the eye of the beholder: Cross-cultural lessons in leadership from Project GLOBE. <i>Academy of Management Perspectives</i>, 20(1), 67-90.</p> <p>Watch:</p> <p>Pattanaik, D. (2009). Devdutt Pattanaik: East vs. West—the myths that mystify.</p>	<p>Module Quiz 9</p> <p>Final Group Case Study Analysis</p> <p>360 Feedback Review</p>
Week 10, Module 10: Special Topics in Leadership: Nonprofit Leadership Entrepreneurial Leadership	<p>Readings:</p> <p>Routhieaux, R. L. (2015). Shared leadership and its implications for nonprofit leadership. <i>Journal of Nonprofit Education and Leadership</i>, 5(3), 139-153.</p> <p>Leitch, C. M., & Volery, T. (2017). Entrepreneurial leadership: Insights and directions. <i>International Small Business Journal</i>, 35(2), 147-156.</p> <p>Ancona, D., Backman, E., & Isaacs, K. (2019). Nimble leadership. <i>Harvard Business Review</i>, 97(4), 74-83.</p>	<p>Module Quiz 10</p> <p>Leadership Development Action Plan Final</p>

	Watch: Heffernan, M. (2012). Margaret Heffernan: Dare to disagree.	
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Course Policies

For access to all SCPS and DePaul University academic policies, refer to the following links:

[SCPS Student Resources Website](#)

[DePaul Student Handbook](#)

The [D2L Course Website](#) for this course.

Credit for Prior Learning

Students whose home college is SCPS that have not transferred more than 99 credit hours from community college or exam credit, and have not reached 132 credit hours toward graduation may qualify for prior learning credit. If you have prior knowledge you think may be equivalent to the learning outcomes of a SCPS course, you can contact the Office of Prior Learning Assessment at scpspla@depaul.edu or the [PLA website](#) for information on how to submit a proposal to use Prior Learning Assessment (PLA) credit for a nominal fee in lieu of regular tuition as an alternative to completing a course.

Course Syllabus

The official syllabus for this course that includes course dates, instructor information and quarter specific details will be provided by the course instructor by the start of the course and available on the course D2L website.

Course Registration

To find out when this course will be offered next, you can go to the [SCPS Registration website](#) for details on how to register for the course.

For information on how this course can apply to your program, contact your academic advisor.

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