



*The Bernard P. McDonough Center
for Leadership and Business
at Marietta College*

**LEAD 401/403 (Perruci)
Spring 2008**

**Office: McDonough 108
Office Telephone: 376-4562; perrucig (e-mail)
Office Hours: Fri. (2:30-4:30 p.m., or by appointment)**

SENIOR SEMINAR IN LEADERSHIP STUDIES

Objectives:

This course serves as the final seminar for students in the Leadership Studies minor and the International Leadership Studies major. Having taken several leadership courses prior to this seminar, participants should be ready to draw connections and conclusions about “leadership.” This area of academic inquiry has experienced phenomenal intellectual growth in the last two decades. This seminar draws from the resulting literature, while giving participants an opportunity to gain depth in theory and practice.

Required Readings:

Aside from articles that will be periodically distributed in class, the course also requires students to read the following books: Ronald Heifetz, *Leadership Without Easy Answers* (1994) and Jedediah Purdy’s *For Common Things* (1999).

Attendance Policy:

Students are expected to attend all classes and participate actively in the discussion of the reading material. **Attendance Policy Enforcement to be determined by the instructor and the students.**

Evaluations:

This course has two papers (5 pages long each) and a *Senior Leadership Assessment* (SLA) session with the instructor. The course does not have a final exam. Failure to have an SLA session with the instructor will result in a *failing grade* in the course. **Percentage distribution to be determined by the instructor and the students.**

Portfolio:

As part of the final evaluation for the course, students are required to submit their portfolios in DreamWeaver or Word. This material should demonstrate thoughtful reflection on the courses taken in the McDonough Leadership Program.

LPI:

As part of the final assessment for the leadership program, students are required to take the online Student Leadership Practices Inventory (LPI) and write a reflection paper about the results. Please refer to the LPI handout distributed in class and available on WebCT (Course Materials).

Disabilities Statement:

Students who believe that they may need accommodations due to a documented disability should contact the Academic Resource Center (Andrews Hall, Third floor, 376-4700) and the instructor as soon as possible to ensure that such accommodations are implemented in a timely manner. You must meet with the ARC staff to verify your eligibility for any accommodation assistance.

Legacy Project Requirements:

General Description: Students will develop a Legacy Project designed to create connections between leadership theory and practice. This project varies from year to year, but they all fall under the same theme – “giving back the gift.” The main requirement for the project is that it should address either a Type I or a Type III problem (see Heifetz, *Leadership Without Easy Answers*, pp. 73-76) in the community (campus or city of Marietta). Every Thursday, class will be devoted to the Legacy Project, and students will assess its progress, plan the next steps, implement and evaluate it. After completing the project, students will present its results to the community. The presentation will be a graded component of the course.

Project Planning/Implementation: The grade for this section of the course is based on the instructor’s assessment of the Legacy Project Plan (LPP), following the distribution criteria: project launching/planning phase (30% – group grade), implementation phase (30% – group grade), and peer evaluation (40% – individual grade).

- In the past, planning phase grades have suffered due to lack of clarity in stated objectives, weak project title, poor communication, weak identification of available resources, confusing timeline.
- In the past, implementation phase grades have suffered due to poor execution of plans, weak buy-in from affected constituencies, breakdown in communication, weak participation by volunteers.
- Following implementation, each student will evaluate everyone’s performance in the project based on three main criteria: team player, effort and contribution. The peer grade will be the average of all the team members’ grades.

Project Presentation: During the last week of class, the teams will present their final projects to an audience composed of students, faculty, staff, administrators, and members of the affected constituencies. The instructor will give a presentation grade based on the following criteria:

- **Logistics (20%):** The presentation day is part of the leadership development experience for this course. Students are responsible for the details related to this task (e.g., reserving the McDonough Auditorium, checking equipment, coordinating publicity, including press release). There should be at least 40 people in the audience.
- **Visual Aids (20%):** Each team will provide a professional PowerPoint presentation with at least five pictures taken during the planning/implementation phases. In addition, each member of the audience should be given a professionally designed, one-page handout with an effective project title, summary of project goals, description of planning/implementation phases, and leadership insights about the project experience.
- **Style (10%):** All members of the team are required to participate in the presentation. They should all be dressed professionally. It is the responsibility of the team members to check with the instructors as to what constitutes “professional attire.”
- **Content (50%):** Half of the project presentation grade will be based on the scope/depth/clarity of its content.

PERCENTAGE DISTRIBUTION

(Decided by the students on Jan. 22, 2008)

Portfolio	10 %
Senior Leadership Assessment (full/no credit)	10 %
LPI (Including Reflection Paper)	10 %
First Paper	10 %
Second Paper	15 %
Project (Planning/Implementation)	25 %
Project (Presentation)	20 %

ATTENDANCE POLICY ENFORCEMENT

(Decided by the instructor and the students on Jan. 22, 2008)

Tuesdays – Attendance is mandatory. The student is allowed a total of three absences before their grade is penalized. Additional absences will affect the student’s grade at the rate of ONE LETTER GRADE for each absence after three. (Special exceptions MAY be made for college-sponsored trips at the discretion of the instructor.)

Thursdays – Attendance is mandatory. Peers will evaluate the students’ attendance record during the project days (Thursdays).

COURSE OUTLINE AND READING ASSIGNMENTS

UNIT I – SETTING THE FRAME

- Jan. 22 Introduction
Agenda: General Review of Syllabus, Grade Distribution, Attendance Policy, Project Team Selection
No Reading Assignment.
- Jan. 24 Project Discussion
Review of Project Requirements (Syllabus, pp. 2-3).
- Jan. 29 Leadership: Setting the Frame
Reading Assignment: Heifetz, “Introduction” and Chs. 1-3.
- Jan. 31 Project Selection
No Reading Assignment.
** All students should be signed up for the LPI by now*
** Turn in your LPI Observers’ Roster Form*
- Feb. 5 No Class!
- Feb. 7 Project Planning
No Reading Assignment.
** Legacy Project Plan (LPP) Check Point*

UNIT II – LEADING WITH AUTHORITY

- Feb. 12 Leadership as Adaptive Work
Reading Assignment: Heifetz, Chs. 4-5.
- Feb. 14 Project Planning
No Reading Assignment.
- Feb. 19 Leading from the Edge
Reading Assignment: Heifetz, Chs. 6-7.
- Feb. 21 Project Planning
No Reading Assignment.

** Legacy Project Plan (LPP) Check Point*

UNIT III – LEADING WITHOUT AUTHORITY

- Feb. 26 Leading without Authority
Reading Assignment: Heifetz, Chs. 8-9.
- Feb. 28 Project Planning
No Reading Assignment.
- March 4 The Personal Challenge
Reading Assignment: Heifetz, Chs. 10-11.
- March 6 Project Planning
No Reading Assignment.
** Legacy Project Plan (LPP) Check Point*
- March 6 First Paper Due***
- March 8-16 Spring Break***

UNIT IV - LEADERSHIP FOR WHAT?

- March 18 The Tone of Our Culture
Reading Assignment: Purdy, “Preface” and “Introduction.”
- March 20 Project Implementation
No Reading Assignment.
- March 25 Avoiding the World
Reading Assignment: Purdy, Ch. 1.
- March 27 Project Implementation
No Reading Assignment.
- April 1 The Absence of Politics
Reading Assignment: Purdy, Ch. 2.
- April 3 Project Implementation
No Reading Assignment.
- April 8 The Practice of the Public

Reading Assignment: Purdy, Ch. 3.

April 10

Project Implementation
No Reading Assignment.

April 14-25

Required Senior Leadership Assessment
(See Christy Hockenberry to schedule individual assessment session)
**** Bring your LPI Report and LPI Reflection Paper to the session***

April 15

Choice and Responsibility
Reading Assignment: Purdy, Chs. 4-5.

April 17

Project Implementation
No Reading Assignment.

April 22

Irony, Trust, and Commitment in America
Reading Assignment: Purdy, Ch. 6 and “Afterward to the Vintage Edition.

April 24

Project Evaluation/Presentation Preparation
No Reading Assignment.
**** Legacy Project Plan (LPP) Due***

April 25

Portfolio Due

April 29

Project Evaluation/Presentation Preparation
No Reading Assignment.

May 1

No Class!

May 2

Second Paper Due

April 30-May 2

Formal Project Presentation (McDonough Gallery, 7-8 p.m.)