

University of Arkansas - Fort Smith
5210 Grand Avenue
P. O. Box 3649
Fort Smith, AR 72913-3649
479-788-7000

General Syllabus

ISL 4203 Leadership Principles and Theories

Credit Hours: 3 Lecture Hours: 3 Laboratory Hours: 0

Prerequisite: admission into the BSIS-Leadership program

Corequisite: ISL 4213 Leadership Practicum

Effective Catalog: 2018-2019

I. Course Information

A. Catalog Description

Introduces the skills and knowledge necessary for the imaging professional to provide leadership in the workplace and promote professional development. Theoretical knowledge, principles of leadership, and leadership/management styles are explored. A combination of theory content, case studies, and critical-thinking exercises provide insight into topics such as leadership, motivation, communication, group dynamics, team building, and the components of effective leadership.

B. Additional Information - None

II. Student Learning Outcomes

A. Subject Matter

Upon successful completion of this course, the student will be able to:

1. Briefly describe the five key elements of leadership.
2. List the ten managerial roles based on their three categories.
3. Describe the major similarities and differences between the trait and behavioral leadership theories.
4. Discuss the interrelationship between trait and behavioral theories and contingency theories.
5. Describe the Big Five personality dimensions.
6. Compare and contrast the Achievement Motivation Theory and the Leader Profile showing how they are related and different.

7. Compare and contrast Theory X and Theory Y, the Pygmalion effect, and self-concept.
8. State the major differences among content, process, and reinforcement theories.
9. List the steps in the oral message-sending process.
10. List and explain the three parts of the message-receiving process.
11. Define the five conflict management styles.
12. State the major differences between behavioral and contingency leadership.
13. Discuss the major similarities and differences between the behavioral and contingency leadership theories.
14. Compare and contrast four major differences among the five contingency leadership models.
15. Explain the cycle that leads to the Pygmalion effect.
16. List five things a leader should delegate.
17. Identify nine key roles a team leader can employ in creating an effective team.
18. Briefly describe the leader's role in group decision making under the traditional and group-centered approaches
19. List five potential benefits of using self-managed team in organizations.
20. List the four major stages of group development and the appropriate leadership style at each stage.
21. Explain the differences between position power and personal power.
22. Explain the relationships among negotiation and conflict, influencing tactics, power, and politics.
23. Briefly explain Max Weber's conceptualization of charismatic leadership.
24. Distinguish between charismatic and transformational leadership.
25. Identify the similarities and differences between stewardship and servant leadership.
26. Identify the major reasons for resisting change.
27. Explain the power of culture in the strategy execution process.
28. Distinguish between symbolic and substantive leadership actions for shaping organizational culture.
29. Differentiate between the four cultural value types.
30. Describe the framework for understanding global cultural value differences.
31. Explain the primary reasons for embracing diversity.
32. Explain the leader's role in creating a culture that supports diversity.

B. University Learning Outcomes

This course enhances student abilities in the following areas:

Analytical Skills

Critical Thinking Skills: Students will use critical thinking skills to identify problems and develop solutions to topics such as leadership, motivation, and communication.

Communication Skills (written and oral)

Students will communicate proficiently by composing coherent documents on leadership theories and models.

Ethical Decision Making

Students will apply ethical frameworks to resolve a variety of ethical dilemmas in effective leadership.

III. Major Course Topics

- A. Characteristics of a Leader
- B. Leadership Traits and Ethics
- C. Leadership Behavior and Motivation
- D. Communication, Coaching, and Conflict Skills
- E. Contingency Leadership Theories
- F. Dyadic Relationships, Fellowships, and Delegation
- G. Leadership of Effective Teams
- H. Influencing: Power, Politics, and Negotiation
- I. Charismatic, Transformational, Strategic Leadership and Change
- J. Leadership of Culture, Diversity, and the Learning Organization