



School of Business and Communications

Masters of Business Administration

MBA-603

Management and Leadership

ONLINE

Accelerated Winter Term 2025 (6 Jan - 17 Mar)

4 Credits Section 90-3 SSID: 80106

Instructor Information



Instructor: Brian Fila

Email: brian.fila@chaminade.edu

Phone: (O) 650-503-3452 (C) 703-209-0783

Virtual Office Hours: By Appointment

Class Meetings: Online (Optional Zoom Session - Wednesday 8:00 p.m.)

School of Business and Communications: Kieffer Hall, Room 12, (808) 739-8369. If you have questions regarding the MBA Program, contact your Instructor or the School of Business and Communications.

Instructor's Background: I am a small business owner focused on developing leaders worldwide and a retired United States Senior Executive Service member with 32 years of experience as a U.S. Department of Defense and the U.S. Intelligence Community leader. Over this time, I also completed a 30-year career in the U.S. Navy, leading in operational and intelligence-related positions and retiring at the rank of Captain (O-6). I've been practicing leadership for forty-six years, 27 of which as a teacher, coach, and practitioner. I look forward to learning with each of you as we develop our competence and capacity as leaders who effectively make strategic decisions.

Communication: Please take advantage of meeting with me in our weekly optional Zoom sessions if you have any questions or comments. These sessions are optional. No new information will be delivered during these sessions, and no graded content will be delivered. Communicating your ideas effectively in writing is essential to your success in this seminar and your career. If you are uncertain about class expectations, please discuss them with me by phone, email, Zoom, or appointment. You can email me at brian.fila@chaminade.edu to reserve a time to meet. I realize many of you have full-time employment besides your studies. Therefore, I am available by phone between 8:00 a.m. and 8:00 p.m., seven days a week. Feel free to text. Abusing this policy will result in its termination.

My goal is to reply to all seminar participant emails and inquiries within 24 hours. Urgent requests should be made by text or phone. You should be checking your Chaminade email account regularly. Please text me if I don't respond to an email within 24 hours.

School of Business and Communications

[Masters of Business Administration](#)

Office Location: Kieffer Hall, Room 12, (808) 739-8369.

School and Department Information

If you have questions regarding the MBA Program, contact your Instructor or Dr. Eduard Merc, PhD, MBA Program Director, in the School of Business and Communications. Phone: (808) 739-8594.

Course Description and Materials

Catalog Course Description: This course provides concepts and best practices for leading individuals and groups toward working more effectively. It introduces the primary theories of leadership and management to students as key performance drivers of an effective organization. Also, central issues discussed in this course include dealing with different personalities, motivating others, using people's best abilities, and building social influence and personal power. The course helps students build knowledge and skills to develop a deeper understanding of leadership as well as examine the impact of organizational culture that affects efficiency and productivity in the workplace.

Course Overview: Welcome to MBA 603. We will spend the next ten weeks together learning about ourselves, the latest theories on leading people, and practical tools that can be applied when they are introduced in the reading and lectures. Regardless of your interests, background, or experience, your presence in this MBA program identifies you as a leader. Our goal is for you to build on your personal experience, encouraging you to develop your knowledge, skills, and understanding of leading others to places they would likely not go if left to their own devices. This begins with you developing and demonstrating an understanding of leadership theories and human behavior that culminates in accomplishing your organization's mission. Leading isn't necessary unless there is something to be done, a goal, or a task to be completed.

We will also encourage you to expand and demonstrate your understanding of your personal identity as a leader. You will be encouraged to investigate who you were made to be, shaped by life's experiences and the wisdom of others. You will be encouraged to unpack and examine your own personal theories and assumptions about people, God's purposeful design, and what it will take for you to lead people well. This facet of the course requires that you use the reading, self-assessments, and substantive reflection on your perspective of how you came to think and act the way you do.

Finally, you will be encouraged to expand and demonstrate your ability to be a scholar-practitioner. You will use your knowledge of theory and theology to determine appropriate actions consistent with sound moral character. Your understanding of both the physical and the metaphysical will determine your leadership success.

Our class week begins at 12:01 a.m. Monday morning of the respective week, e.g., Week 1. The class week ends at 11:59 p.m. on the following Sunday, six days later. Therefore, all assignments, case studies, discussion board posts, and discussion board responses will need to be posted before 11:59

p.m. on Sunday. In the case of discussion board responses, these are due the week following the discussion post was assigned, i.e., you have a whole week after the discussion post is due to respond.

Prerequisites: Students should have at least three years of management and supervisory experience before taking the course. They should be able to create group or team goals and demonstrate the ability to achieve those goals at the departmental level. They should have experience writing reports and delivering oral and visual presentations.

Time Allocation: The unit of semester credit is defined as university-level credit awarded for coursework completion. One credit hour reflects the amount of work represented in the intended learning outcomes and is verified by evidence of student achievement for those learning outcomes. Each credit hour earned at Chaminade University should result in a minimum of 45 hours of engagement, regardless of varying credits, duration, modality, or degree level. This class meets the national standard for a four-credit master's level seminar, requiring you to complete weekly assignments according to a defined schedule. This course is divided into specific, topic-related modules as outlined in the activities schedule below. You will spend a total of 17.5 hours watching lectures and industry benchmark videos. This course has ten modules, and each should take approximately 16.25 hours to complete. This course time will be spent reading assigned texts, watching video presentations, reading articles from the Harvard Business Review, and providing self-reflection essays in each of the ten modules. Included in this time are two case study analysis assignments and discussions that should each take approximately 3-5 hours to complete. The total time required to complete this class's course-related activities is 180 hours (4 credits: 45 hours per credit = 180 hours). Direct instructor engagement and out-of-class work result in a total student engagement time of 45 hours for one credit.

This class is not about facts, definitions, or theories to memorize, regurgitate, and later forget. There are no exams in this course. Instead, please demonstrate your ideas and thinking through your writing and video presentations. We will all learn from each other. As we all learn at a different pace, you need to communicate to me if the class content exceeds the above mentioned expectations. Please contact me if you devote more than 20 hours a week to this seminar. Your active participation in case studies and discussions will become the heart of this course. This is the best way for you to become the leader you were designed to be while at the same time giving you continuing opportunities to practice both thinking and communicating as a lifelong learner and strategic decision-maker.

Required Materials:

Textbooks: Books are available at the Chaminade University Official Bookstore and online at <https://chaminade.bncollege.com>. The bookstore link for MBA 603 is [MBA 603](#). Rentals and eBooks are available for many of the course materials. The Barnes & Noble at Chaminade University bookstore can be contacted at 808.735.4798 or by emailing trthomas@bncollege.com if you have any questions. The bookstore is at 3140 Waialae Avenue, Honolulu, HI 96816. The books are:

1. Peter G. Northhouse, *Leadership: Theory and Practice* (Ninth Edition – 2022), Sage Publishers, 9781071834473.
2. Cook, T. (2024) *Lead, Develop, Care: Shaping the Different Kind of Leader*. Third Edition Charlottesville, VA: LDC Publishing. (This book/ebook must be purchased by the student)

directly from [amazon.com](https://www.amazon.com/Lead-Develop-Care-Shaping-Different/dp/1733131957/ref=monarch_sidesheet_title) at the following link: https://www.amazon.com/Lead-Develop-Care-Shaping-Different/dp/1733131957/ref=monarch_sidesheet_title)

Additional material may be included for each class on Canvas. You are to check the course website for each week and complete supplemental readings.

Canvas: Our course website in Canvas can be accessed by following this link: <https://chaminade.instructure.com/courses/36757>

- Technical Assistance for Canvas Users: Search for help on specific topics or get tips in Canvas Students at <https://community.canvaslms.com/groups/students/pages/home>
- Live chat with Canvas Support for students can be found at: <https://cases.canvaslms.com/liveagentchat?chattype=student>
- Canvas Support Hotline for students: +1-833-209-6111
- Watch this video at the following link to get started: <https://community.canvaslms.com/docs/DOC-18585-getting-started-with-canvas-as-a-student>
- Click on “Students” role to access tutorials online tutorials at the following link: https://community.canvaslms.com/community/answers/guides/video-guide#jive_content_id_Students
- Contact the Chaminade IT Helpdesk for technical issues: helpdesk@chaminade.edu or call (808) 735- 4855

Learning Outcomes

Program Learning Outcomes:

An MBA student will be skilled in core business areas as illustrated by their ability to:

1. Critical Thinking: Critically evaluate business problems and opportunities using a process of inquiry that supports the development of innovative, creative, and data-driven solutions.
2. Ethical Planning: Assess the ethical implications of modern business practices.
3. Business Decision-Making: Synthesize information across functional areas in order to make strategic, evidence-based, and data-driven decisions.
4. Strategic Planning: Integrate knowledge from across functional areas to design business strategies that effectively provide value to the organization and society.
5. Data Analysis: Apply appropriate quantitative and data analysis techniques to analyze the business environment.
6. Organizational Behavior: Develop authentic and socially responsible management and administrative strategies that are responsive to complex organizational situations and changes.
7. Managing Operations: Determine the appropriate operations management strategies in the design, development, and the global management of a process or project.

Course Learning Outcomes (CLOs):

1. An MBA student completing this course will be skilled in organizational leadership and management as illustrated by their ability to:

- a. Collect, integrate, synthesize, and express the use of leadership and human behavior theory to make organizational decisions that maximize productivity in accomplishing the mission and achieving sustained competitive advantage.
- b. Express in personal trait analyses, reflective essays, and case studies how individual strengths and opportunities for growth can be formulated, compiled, and adapted to make and implement leadership and organizational decisions that lead to sustainable competitive advantage in business.
- c. Develop and construct a working leadership model consistent with contemporary leadership, management, and organizational theory and apply such a model effectively in case study analyses across several workplace scenarios.
- d. Formulate, structure, and compose evidenced-based essays, case study responses, environmental factor analyses, and video presentations that integrate course concepts, theories, and frameworks, communicating them verbally and in writing through informed conclusions.
- e. Formulate, structure, and compose evidence-based leadership and organizational analyses that result in achieving organizational mission accomplishment while achieving sustainable competitive advantage in business.

Marianist Values:

An education in the Marianist Tradition is marked by five principles, and you should take every opportunity possible to reflect upon the role of these characteristics in your education and development:

1. Education for formation in faith.
2. Provide an integral, quality education.
3. Educate in family spirit.
4. Educate for service, justice, and peace.
5. Educate for adaptation and change.

Our Marianist tradition continually encourages us to develop our moral character and personal competencies. On the wall of each of our classrooms hangs a symbol of both death and life. Together, we will learn the principles of strategic decision-making, but in ways sensitive to and congruent with the example set by the finest leader ever to have walked this Earth, Jesus of Nazareth. Leading with a servant mindset, Jesus most often told us that the example of the shepherd is best to shape our thinking as we lead, develop, and care for others. Wherever you are in your spiritual journey, this class will stress service to others with a commitment to building a just and peaceful society. Pope Francis offers us these words of encouragement, “Be leaders wherever it behooves you to be. Leaders of thought, leaders of action, leaders of joy, leaders of hope, leaders of the construction of a better world.” This class will aid you in accomplishing this strategically.

Native Hawaiian Values:

Education is an integral value in both Marianist and Native Hawaiian culture. Both recognize the transformative effect of a well-rounded, value-centered education on society, particularly in seeking justice for the marginalized, the forgotten, and the oppressed, always with an eye toward God (Ke Akua). This is reflected in the ‘Olelo No’eau (Hawaiian proverbs) and Marianist core beliefs:

1. Educate for Formation in Faith (Mana) E ola au i ke akua (‘Ōlelo No‘eau 364) May I live by God.
2. Provide an Integral, Quality Education (Na‘auao) Lawe i ka ma‘alea a kū‘ono‘ono (‘Ōlelo No‘eau 1957) Acquire skill and make it deep.
3. Educate in Family Spirit (‘Ohana) ‘Ike aku, ‘ike mai, kōkua aku kōkua mai; pela iho la ka nohana ‘ohana (‘Ōlelo No‘eau 1200) Recognize others, be recognized, help others, be helped; such is a family relationship.
4. Educate for Service, Justice, and Peace (Aloha) Ka lama kū o ka no‘eau (‘Ōlelo No‘eau 1430) Education is the standing torch of wisdom.
5. Educate for Adaptation and Change (Aina) ‘A‘ohe pau ka ‘ike i ka hālau ho‘okahi (‘Ōlelo No‘eau 203) All knowledge is not taught in the same school.

Alignment of Course Learning Outcomes:

	CLO 1a	CLO 1b	CLO 1c	CLO 1d	CLO 1e
Marianist Values	2, 4, 5	2, 4, 5	2, 3, 4, 5	1, 2, 4, 5	2, 4, 5
PLOs	1, 2, 3, 4, 5, 6, 7	1, 2, 6	1, 2, 6	1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4, 5, 6, 7
Native Hawaiian Values	1, 2, 3, 4, 5	1, 2, 3, 4, 5	1, 2, 3, 4, 5	1, 2, 3, 4, 5	1, 2, 3, 4, 5

Course Activities

Course Requirements and Policies:

Method of Evaluation: The class is based on 1000 points distributed as follows:

Introductory Exercise	5 pts
Written Case Studies (three) 100 pts each	300 pts
Case Study Video Responses (three) 40 pts each	120 pts
Discussion Posts (six) 25 pts each	150 pts
Discussion Post Responses (five) 25 pts each	125 pts
Essay Assignments (two) 100 pts each	200 pts
Final Project Video	<u>100 pts</u>
	1,000 pts

Total Points: A (≥ 931), A- (930-900), B+ (899-880), B (879-830), B- (829-800), F (≤ 799).

Grades are calculated from the student’s team and individual assignments, class participation, submissions, reports, and presentations. Students are required to maintain a program GPA of at least 3.0. Students whose GPA falls below 3.0 are placed on academic probation. They have two terms to bring up their GPA, or they may face dismissal from the program.

Written Case Studies: Students will post three written case study reports of about 2,000 words in length outlining their findings and recommendations.

Case Study Video Responses: Students will summarize their case study analysis in a 6 to 8-minute informative video that must show the student speaking to the camera, NOT using a voiceover showing only the visual support materials. This video summarizes what the student believes is occurring in the case study and their recommended approach to resolve the issues. The student must demonstrate the use of course material in their presentation.

Discussion Posts: Students will post six analysis documents of less than 2,000 words to initiate a discussion on the scenario identified.

Discussion Post Responses: Each student will post five short (50 words or less) responses to the Discussion Post scenarios. In your post, please describe why you selected the post and what was learned from the approach taken by the group. Explain how this learning relates to the course materials.

Essay Assignments: Each student will write two essays of 1,000 words each that respond to a question posed by the assignment.

Final Video Project: For the class's capstone, you will deliver a presentation answering a question given by the instructor. The response is in the form of a 6 to 8-minute informative video presentation. The video must include four or more slides but must also show the student speaking to the camera, NOT using a voiceover showing only the visual support materials.

Course Policies

Late Work: Please note that failure to complete an assignment will result in a 0 for the assignment, creating a severe penalty. It is better to turn in incomplete work than to lose all the points for a missing assignment. Final course grades will be determined based on final point totals. I strongly encourage you to submit work on time, as you will be penalized if you do not—a reduction of five points each week past the due date and time. Exceptions, such as a documented medical condition, family emergency, military duty, or TDY, will only be considered in extraordinary circumstances. No work will be accepted after 11:59 p.m. on March 17, 2025. An incomplete grade will be awarded only under extreme circumstances (such as tragedy or severe illness).

Extra Credit: Extra credit assignments are included throughout the course to build your point total. Not all extra credit assignments appear in the syllabus.

Changes to the Syllabus: While the provisions of this syllabus are as accurate and complete as possible, your instructor reserves the right to change any provision herein at any time. Every effort will be made to keep you informed of such changes, and information about such changes will be available from your instructor.

Online Harassment and Misconduct: Online postings or other electronic communication by students, including cyberbullying, cyber-stalking, cyber-harassment, etc., are prohibited. While Chaminade

University may not control websites, social media, and other venues in which harassing communications can be made, when such communications are reported to the University, it will engage in various means to address and mitigate the effects. Members of the community, both students and employees, are encouraged to be good digital citizens and are to refrain from online misconduct, including but not limited to feeding anonymous gossip sites, sharing inappropriate content via social media, unwelcome sexting, revenge porn, breaches of privacy, or otherwise using the ease transmission and/or anonymity of the Internet or other technology to harm another member of the University community.

Technical Requirements: While the Chaminade University of Honolulu provides educational software (Canvas) for class use, it is your personal responsibility to ensure that you have access to a reliable computer with an Internet connection. In addition to an Internet browser, you will need Adobe Reader and a media player software installed on your computer. If you have any technical questions or/and problems, contact helpdesk@chaminade.edu or call (808) 735-4855. Search for help using Canvas at https://community.canvaslms.com/t5/Video-Guide/tkb-p/videos#jive_content_id_Students

Academic Honesty: Academic honesty is an essential aspect of all learning, scholarship, and research. It is one of the values regarded most highly by academic communities throughout the world. Violations of the principle of academic honesty are extremely serious and will not be tolerated. Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of academic dishonesty to an instructor or to a University official. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism, in addition to more obvious dishonesty. Questions of academic dishonesty in a particular class are first reviewed by the instructor, who must make a report with recommendations to the Dean of the Academic Division. Punishment for academic dishonesty will be determined by the instructor and the Dean of Academic Division and may include an “F” grade for the work in question, an “F” grade for the course, suspension, or dismissal from the University. For the most up-to-date information, please refer to the Academic Honesty Policy on the Chaminade University Catalog website. Policies on Academic Integrity can be found at <https://catalog.chaminade.edu/generalinformation/academicaffairs/policies/academic honesty>.

While the internet has made plagiarism more tempting for students, it has made it easier than ever to detect. If in doubt, always cite. If you have read more than a few sentences of an article or news item or viewed a portion of a video, add it as a reference, even if you do not cite the item in a footnote/endnote. All citations should follow APA formatting guidelines. Following this strategy demonstrates your research efforts and may aid you if there is a question of whether your paraphrasing crosses the threshold of plagiarism. “I failed to paraphrase a cited article appropriately” is always a better argument for leniency than explaining how a verbatim portion of an uncited/unreferenced article inexplicably found its way into your work.

TITLE IX – Nondiscrimination Statement: Chaminade University of Honolulu is committed to providing a learning, working, and living environment that promotes the dignity of all people, inclusivity, and mutual respect and is free of all forms of sex discrimination and gender-based violence, including sexual assault, sexual harassment, gender-based harassment, domestic violence, dating violence, and stalking. As a member of the University faculty, I am required to immediately report any incident of sex discrimination or gender-based violence to the campus Title IX Coordinator.

Nondiscrimination Policy and Notice of Nondiscrimination: Chaminade University of Honolulu does not discriminate on the basis of sex and prohibits sex discrimination in any education program or activity that it operates, as required by Title IX and its regulations, including in admission and employment. Inquiries about Title IX may be referred to the University's Title IX Coordinator, the U.S. Department of Education's Office for Civil Rights, or both, and contact information may be found at the Chaminade University Title IX Office (<https://chaminade.edu/compliance/contact-information/>) Contact Information and Confidential Resources website (<https://chaminade.edu/compliance/contact-information/>). On-campus Confidential Resources may also be found here at CAMPUS CONFIDENTIAL RESOURCES (<https://chaminade.edu/compliance/contact-information/>).

The University's Nondiscrimination Policy and Grievance Procedures can be located on the University webpage at: (<https://chaminade.edu/compliance/title-ix-nondiscrimination-policies-procedures/>). To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination under Title IX, please refer to the Campus Incident Report form (https://cm.maxient.com/reportingform.php?ChaminadeUniv&layout_id=0). Chaminade University of Honolulu prohibits sex discrimination in any education program or activity that it operates. The NOTICE of NONDISCRIMINATION can be found here: <https://chaminade.edu/compliance/title-ix-nondiscrimination-policy/>.

CUH Alert Emergency Notification: To get the latest emergency communication from Chaminade University, students' cell numbers will be connected to Chaminade's emergency notification text system. When you log in to the Chaminade portal, you will be asked to provide some emergency contact information. If you provide a cellphone number, you will receive a text from our emergency notification system asking you to confirm your number. You must respond to that message to complete your registration and get emergency notifications on your phone.

Assessment for Student Work: With the goal of continuing to improve the quality of educational services offered to students, Chaminade University conducts assessments of student achievement of course, program, and institutional learning outcomes. Student work is used anonymously as the basis of these assessments, and the work you do in this course may be used in these assessment efforts.

Student with Disabilities Statement: Chaminade University of Honolulu offers accommodations for all actively enrolled students with disabilities in compliance with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, and the ADA Amendments Act (2008). Students are responsible for contacting Kokua Ike: Center for Student Learning to schedule an appointment. Verification of their disability will be requested through appropriate documentation and once received it will take up to approximately 2–3 weeks to review them. Appropriate paperwork will be completed by the student before notification will be sent out to their instructors. Accommodation paperwork will not be automatically sent out to instructors each semester, as the student is responsible to notify Kokua Ike via email at ada@chaminade.edu each semester if changes or notifications are needed.

Kōkua 'Ike: Tutoring & Learning Services: Chaminade is proud to offer free, one-on-one tutoring and writing assistance to all students. Tutoring and writing help is available on campus at Kōkua 'Ike: Center for Student Learning in a variety of subjects (including, but are not limited to biology, chemistry, math, nursing, English, etc.) from trained Peer and Professional Tutors. Please check Kōkua 'Ike's website (<https://chaminade.edu/student-success/kokua-ike/>) for the latest times, list of drop-in hours, and

information on scheduling an appointment. Free online tutoring is also available via TutorMe. Tutor Me can be accessed 24/7 from your Canvas account. Simply click on Account > TutorMe. For more information, please contact Kōkua 'Ike at tutoring@chaminade.edu or 808-739-8305.

Course Outline and Reading Assignments:

Please note that this is a preliminary schedule of reading assignments. The instructor reserves the right to alter the course outline and calendar as circumstances may dictate. Any changes will be announced online and by email. Students are responsible for obtaining this information.

	DATES	READING SCHEDULE & ASSIGNMENTS DUE
Week 1	6-12 Jan	<p>Introduction to Class and Theory</p> <p>Reading:</p> <ul style="list-style-type: none"> A. <i>Leadership: Theory and Practice</i> - CH 1 (Stop before Plan of the Book), CH 8 (Stop before Case Studies and Self-Assessment) B. Lead, Develop, Care - CH 1 C. Online Reading <p>Video:</p> <ul style="list-style-type: none"> 1) Online Videos <p>Assignments:</p> <ul style="list-style-type: none"> 1. Introductory Assignment (5 pts - Due 11:59 p.m. 12 Jan) 2. Discussion Post #1 Part 1 (12.5 Discussion pts - Due 11:59 p.m. 12 Jan) 3. Discussion Post #1 Part 2 (12.5 Discussion pts - Due 11:59 p.m. 12 Jan) 4. Keirsey Temperament Sorter (5 pts extra credit) 5. Big 5 Personality Test (5 pts extra credit)

Week 2	13-19 Jan	<p>What Leaders Do</p> <p>Reading:</p> <ul style="list-style-type: none"> A. <i>Leadership: Theory and Practice</i> - CH 9 (Stop before Case Studies and Self-Assessment), CH 10 (Stop before Case Studies and Self-Assessment) B. <i>Lead, Develop, Care</i> - Intro, CH 2, 3, 4 C. Online Reading <p>Video:</p> <ul style="list-style-type: none"> 1) Online Videos <p>Assignments:</p> <ul style="list-style-type: none"> 1. Discussion Post #2 (25 pts - Due 11:59 p.m. 19 Jan) 2. Emotional Intelligence Assessment (5 pts extra credit)
Week 3	20-26 Jan	<p>How Leaders Think</p> <p>Reading:</p> <ul style="list-style-type: none"> A. <i>Leadership: Theory and Practice</i> - CH 12 (Stop before Case Studies and Self-Assessment) B. <i>Lead, Develop, Care</i> - CH 5, 6, 7, 8 C. Online Reading <p>Video:</p> <ul style="list-style-type: none"> 1) Online Videos <p>Assignments:</p> <ul style="list-style-type: none"> 1. Case Study #1 (100 pts - Due 11:59 p.m. 26 Jan) 2. Case Study #1 Video (40 pts - Due 11:59 p.m. 26 Jan) 3. Discussion Post #2 Response (25 pts- Due 11:59 p.m. 26 Jan)

Week 4	27 Jan - 2 Feb	How Leaders Act Reading: A. <i>Leadership: Theory and Practice</i> - CH 5 (Stop before Case Studies and Self-Assessment) B. <i>Lead, Develop, Care</i> - CH 9, 10, 11 C. Online Reading Video: 1) Online Videos Assignments: 1. Discussion Post #3 (25 pts - Due 11:59 p.m. 2 Feb) 2. Essay Assignment #1 (100 pts - Due 11:59 p.m. 2 Feb)
Week 5	3-9 Feb	How Leaders Influence Reading: A. <i>Leadership: Theory and Practice</i> - CH 2 (Stop before Case Studies and Self-Assessment) B. <i>Lead, Develop, Care</i> - CH 12, 13, 14, 15 C. Online Reading Video: 1) Online Videos Assignments: 1. Discussion Post #4 (25 pts - Due 11:59 p.m. 9 Feb) 2. Discussion Post #3 Response (25 pts - Due 11:59 p.m. 9 Feb)

Week 6	10-16 Feb	<p>Leadership Teams</p> <p>Reading:</p> <ul style="list-style-type: none"> A. <i>Leadership: Theory and Practice</i> - CH 16 (Stop before Case Studies and Self-Assessment) B. <i>Lead, Develop, Care</i> - CH 16 C. Online Reading <p>Video:</p> <ul style="list-style-type: none"> 1) Online Videos <p>Assignments:</p> <ul style="list-style-type: none"> 1. Case Study #2 (100 pts - Due 11:59 p.m. 16 Feb) 2. Case Study #2 Video (40 pts - Due 11:59 p.m. 16 Feb) 3. Discussion Post #4 Response (25 pts - Due 11:59 p.m. 16 Feb)
Week 7	17-23 Feb	<p>Leadership Strategies for Superior Performance</p> <p>Reading:</p> <ul style="list-style-type: none"> A. <i>Leadership: Theory and Practice</i> - CH 11 (Stop before Case Studies and Self-Assessment) B. Online Reading <p>Video:</p> <ul style="list-style-type: none"> 1) Online Videos <p>Assignments:</p> <ul style="list-style-type: none"> 1. Discussion Post #5 (25 pts - Due 11:59 p.m. 23 Feb)
Week 8	24 Feb - 2 Mar	<p>Life-long Leadership Development</p> <p>Reading:</p> <ul style="list-style-type: none"> A. <i>Leadership: Theory and Practice</i> - CH 3 (Stop before Case Studies and Self-Assessment) B. Online Reading <p>Video:</p> <ul style="list-style-type: none"> 1) Online Videos <p>Assignments:</p> <ul style="list-style-type: none"> 1. Essay Assignment #2 (50 pts - Due 11:59 p.m. 2 Mar) 2. Discussion Post #6 (25 pts - Due 11:59 p.m. 2 Mar) 3. Discussion Post #5 Response (25 pts - Due 11:59 p.m. 2 Mar)

Week 9	3-9 Mar	<p>Leadership Values, Ethics, and Wisdom</p> <p>Reading:</p> <ul style="list-style-type: none"> A. <i>Leadership: Theory and Practice</i> - CH 15 (Stop before Case Studies and Self-Assessment) B. Online Reading <p>Video:</p> <ul style="list-style-type: none"> 1) Online Videos <p>Assignments:</p> <ul style="list-style-type: none"> 1. Case Study #3 (100 pts - Due 11:59 p.m. 9 Mar) 2. Case Study #3 Video (40 pts - Due 11:59 p.m. 9 Mar) 3. Discussion Post #6 Response (25 pts - Due 11:59 p.m. 9 Mar) 4. Fireproofing Assessment (5 pts extra credit)
Week 10	10-16 Mar	<p>Leadership Capstone</p> <p>Reading:</p> <ul style="list-style-type: none"> A. Online Reading <p>Video:</p> <ul style="list-style-type: none"> 1) Online Videos <p>Assignments:</p> <ul style="list-style-type: none"> 1. Final Project Video (100 pts - Due 11:59 p.m. 16 Mar) 2. Course Critique (5 pts extra credit - Due 11:59 p.m. 16 Mar)