

Cover Sheet: Request 11132

GEB3XXX Leading Organizations

Info

Process	Course New Ugrad/Pro
Status	Pending
Submitter	Ray,Brian D DrRay@ufl.edu
Created	9/22/2016 8:56:01 AM
Updated	9/23/2016 3:26:52 PM
Description of request	Approval of a course number for a new junior-level course entitled "Leading Organizations"

Actions

Step	Status	Group	User	Comment	Updated
Department	Approved	CBA - Business Administration General 011701000	Mathis, Renee C		9/22/2016
Added GEB 3XXX Leading Organizations.pdf					9/22/2016
College	Approved	CBA - College of Business Administration, Warrington	Mathis, Renee C		9/23/2016
No document changes					
University Curriculum Committee	Pending	PV - University Curriculum Committee (UCC)			9/23/2016
No document changes					
Statewide Course Numbering System					
No document changes					
Office of the Registrar					
No document changes					
Student Academic Support System					
No document changes					
Catalog					
No document changes					
College Notified					
No document changes					

Course|New for request 11132

Info

Request: GEB3XXX Leading Organizations

Description of request: Approval of a course number for a new junior-level course entitled "Leading Organizations"

Submitter: Ray,Brian D DrRay@ufl.edu

Created: 9/22/2016 8:56:01 AM

Form version: 1

Responses

Recommended PrefixGEB

Course Level 3

Number XXX

Category of Instruction Intermediate

Lab Code None

Course TitleLeading Organizations

Transcript TitleLeading Organizations

Degree TypeBaccalaureate

Delivery Method(s)On-Campus

Online

Co-ListingNo

Effective Term Fall

Effective Year2017

Rotating Topic?No

Repeatable Credit?No

Amount of Credit4

S/U Only?No

Contact Type Regularly Scheduled

Weekly Contact Hours 4

Course Description GEB 3XXX Leading Organizations provides a strategic foundation for leadership practice and is designed for students who seek to work in a variety of professions. The purpose of the course is to increase one's capacity to lead with and without authority, across boundaries, and from any political or organizational position.

Prerequisites A passing grade in MAN 3025 Principles of Management

Co-requisites None

Rationale and Placement in Curriculum Leadership is an important topic for business majors and business minors. This course, requiring MAN 3025 Principles of Management, is ideal to provide students with attributes of effective leaders as they plan to work in internships between the junior and senior years.

Course Objectives Student Learning Outcomes Area 1 (Laws of Leadership)

1. Identify the skills, attributes, and behaviors that are needed to be an effective leader.
2. Demonstrate an ability to distinguish between various leadership theories to better understand how these theories are applied in practice.
3. Develop an enhanced understanding of leader-follower interactions including the exchange and transforming elements of leadership.

4. Analyze how effective leadership impacts organizations and shapes the development of its vision, values, mission, goals and culture.
5. Describe the power and influence processes by which individuals persuade others to adopt new values, attitudes, and goals.

Student Learning Outcomes Area 2 (Leadership Traits and Skills)

1. Compare and contrast different areas of emphasis for leaders in various professional roles (e.g., private sector, academic, public/governmental organizations, non-profits).
2. Analyze the linkages between leadership and vision, high ethical standards, and the ethical dimensions of leadership, and the relationship between leaders and followers.
3. Identify how personal strengths, skills, attributes, and behaviors shape leadership style and the capacity to lead others.
4. Understand current strengths and weaknesses as a leader and as a follower, and develop a personal approach to the practice of leadership.

Student Learning Outcomes Area 3 (Leading Teams and Team Dynamics)

1. Demonstrate an understanding of how leadership impacts organizations.
2. Evaluate collaborative team dynamics and manage conflict and crises.
3. Understand the leader-follower relationship in organizations.

Course Textbook(s) and/or Other Assigned Reading 1) The 21 Irrefutable Laws of Leadership, 10th Anniversary Edition: Follow Them and People Will Follow You. John Maxwell, Thomas Nelson Publishing, ISBN 13:978-0785288374, 2007.

2) Lincoln on Leadership. Donald T. Phillips. Warner Books, N.Y. ISBN 13-978-0446394598, 1993.

3) Stand Your Ground: Building Honorable Leaders the West Point Way. Evan Offstein, Praeger Publishers, ISBN13:978-0313374944, 2006.

4) Speak Like Churchill, Stand Like Lincoln: 21 Powerful Secrets of History's Greatest Speakers. James Humes. Three Rivers Press ISBN 13:978-0761563518, 2002.

5) The 17 Indisputable Laws of Teamwork: Embrace Them & Empower Your Team. John Maxwell, Thomas Nelson Publishing, ISBN13:978-1400204731, 2013.

* A variety of articles (25-30) will be posted on the course website to supplement and reinforce the lessons from the textbooks and lectures.

Weekly Schedule of Topics Also refer to the syllabus.

Week #1 Course Overview and Leadership Laws 1-7: #1 Lid, #2 Influence, #3 Process, #4 Navigation, #5 Addition, #6 Solid Ground, and #7 Respect

Week #2 Leadership Laws 8-14: #8 Intuition, #9 Magnetism, #10 Connection, #11 Inner Circle, #12 Empowerment, #13 the Picture, and #14 Buy-in

Week #3 Leadership Laws 15-21: #15 Victory, #16 The Big Mo, #17 Priorities, #18 Sacrifice, #19 Timing, #20 Explosive Growth, and #21 Legacy
- Discussion Board #1 (open weeks 3 and 4)

Week #4 Lincoln on Leadership (People and Character): #1 People (get out of the office; build strong alliances, persuade rather than coerce)
#2 Character (honesty/integrity, never act out of vengeance, handle unjust criticism, master paradox)

Week #5 Lincoln on Leadership (Endeavor and Communication): #3 Endeavor (be decisive, lead by being led, set goals, find your "Grant", encourage innovation)
#4 Communication (master public speaking, influence through story-telling, preach/reaffirm vision)

Week #6 Stand Your Ground Part 1 Secure the High Ground, Antennae Up and On, Wash Away the Gray, Be Big About Small Things
- Discussion Board #2 (open week 6)

Week #7 Stand Your Ground Part 2 Go All In!, Who's Got Your Back?, Imagine That, Views from the Top

Week #8 Overview of Business Ethics, Exam #2, Finalize "Lessons from Leaders" Selections

Week #9 Speak Like Churchill, Stand Like Lincoln Part 1 Secrets 1-5: Pause, Opener, Presence, Point, and Brief Secrets 6-10: Quote, Stat, Outage, Whit, and Parable

Week #10 Speak Like Churchill, Stand Like Lincoln Part 2 Secrets 11-15: Gesture, Reading, Poetry, Line, and Question Secrets 16-21: Word, Active, Dollar, Button, Closer, and Audacity

Week #11 Indisputable Teamwork Laws 1-6
#1 Significance, #2 Big Picture, #3 Niche, #4 Mount Everest, #5 Chain, #6 Catalyst
- Discussion Board #3 (open week 11)

Week #12 Indisputable Teamwork Laws 7-12 #7 Compass, #8 Bad Apple, and #9 Countability, #10 Price Tag, #11 Scoreboard, #12 Bench
- Submit Lessons from Leaders Reflections (minimum of seven)

Week #13 Indisputable Teamwork Laws 13-17
#13 Identity, #14 Communication, #15 Edge, #16 High Morale, and #17 Dividends

Week #13 Indisputable Teamwork Laws 14-17
- Submit Personal Leadership Reflection

Week #14 Exam #2 and Discussion Board #4

Week #15 Finalize any additional "Lessons from Leaders Interviews"

Links and Policies Please refer to the syllabus.

Grading Scheme Please refer to the syllabus.

Instructor(s) Brian D. Ray, Ph.D.

GEB 3XXX Leading Organizations

Course Overview: This course provides a strategic foundation for leadership practice. Designed for students who seek to work in a variety of professions, the course builds upon the personality traits and life experience of the students. The purpose of the course is to increase one's capacity to lead with and without authority, across boundaries, and from any political or organizational position.

In a world in which most organizations, communities, and societies face enormous adaptive pressures, the practice of leadership is critical. In this course theory is applied to practice, clarifying the relationship among key concepts (e.g., leadership, management, authority, power, influence, followership, citizenship) to provide a practical and coherent theoretical framework. Students will develop both diagnostic tools for analyzing the complexity of change in social systems and strategies of action. These action strategies include using authority and power, mobilizing responsibility across boundaries, generating innovation, building trust, orchestrating multi-party conflict, regulating disequilibrium, and building a culture of adaptability for the long-term. In addition, students will explore the challenge of managing the inevitable personal stresses and potential pitfalls of leading change.

Course Design: The course uses a variety of means to learn theory and the art of leadership practice. In addition to the traditional methods of lectures, readings, and films, the course includes peer-to-peer discussion boards, personal reflection papers, and student engagements/interviews with current leaders in a variety of fields (e.g., business, government, nonprofit, educational, etc.).

Faculty Contact Information and Office Hours

Brian Ray, Ph.D.; Phone 352.273.0156, E-mail (please use the Canvas course website for e-mail)
Office hours: Tuesday and Thursday 8:30-10:00 am or by appointment; 219C Stuzin Hall.

Course Prerequisite: The prerequisite for this course is MAN 3025 Principles of Management.

Textbooks and Articles: There are five books required for the course. Used versions of these books can be found on Amazon for less than \$5 each. New versions are available for less than \$15 each. In short, even though it is five books, you'll like have to spend no more than \$35-\$45.

1) The 21 Irrefutable Laws of Leadership, 10th Anniversary Edition: Follow Them and People Will Follow You. John Maxwell, Thomas Nelson Publishing, ISBN 13:978-0785288374, 2007.

2) Lincoln on Leadership. Donald T. Phillips. Warner Books, N.Y. ISBN 13-978-0446394598, 1993.

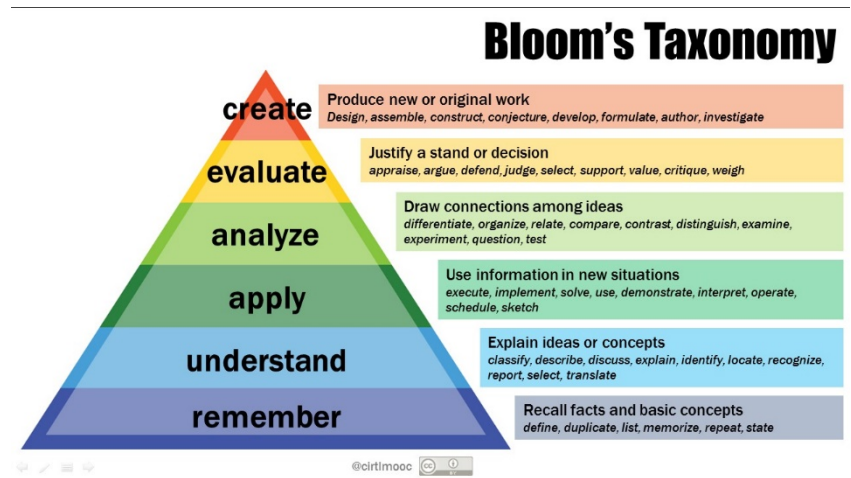
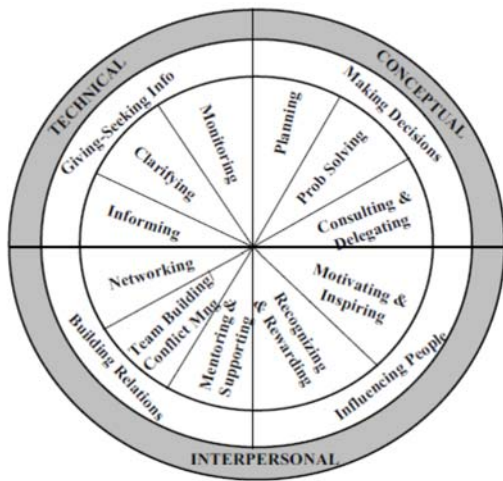
3) Stand Your Ground: Building Honorable Leaders the West Point Way. Evan Offstein, Praeger Publishers, ISBN13:978-0313374944, 2006.

4) Speak Like Churchill, Stand Like Lincoln: 21 Powerful Secrets of History's Greatest Speakers. James Humes. Three Rivers Press ISBN 13:978-0761563518, 2002.

5) The 17 Indisputable Laws of Teamwork: Embrace Them & Empower Your Team. John Maxwell, Thomas Nelson Publishing, ISBN13:978-1400204731, 2013.

** A variety of articles (25-30) will be posted on the course website to supplement and reinforce the lessons from the textbooks and lectures.*

Student Learning Outcomes: Students will explore a range of classic and contemporary approaches to leadership, and their application to understanding leaders, followers, and the situations they encounter. The student learning outcomes for the course were crafted with utilizing Yuki's leadership taxonomy and Bloom's taxonomy of learning domains.



Student Learning Outcomes Area 1 (Laws of Leadership)

1. Identify the skills, attributes, and behaviors that are needed to be an effective leader.
2. Demonstrate an ability to distinguish between various leadership theories to better understand how these theories are applied in practice.
3. Develop an enhanced understanding of leader-follower interactions including the exchange and transforming elements of leadership.
4. Analyze how effective leadership impacts organizations and shapes the development of its vision, values, mission, goals and culture.
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Student Learning Outcomes Area 2 (Leadership Traits and Skills)

1. Compare and contrast different areas of emphasis for leaders in various professional roles (e.g., private sector, academic, public/governmental organizations, non-profits).
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Student Learning Outcomes Area 3 (Leading Teams and Team Dynamics)

1. Demonstrate an understanding of how leadership impacts organizations.
2. Evaluate collaborative team dynamics and manage conflict and crises.
3. Understand the leader-follower relationship in organizations.

Student Assessment: Students are assessed through a combination of exams, written work, field interviews, and discussion board posts.

Discussion Board #1 (90 points)

Discussion Board #2 (90 points)

Exam #1 (175 points)

Discussion Board #3 (90 points)

Lessons from Leaders: 7 Interviews (175 points) *(see note below on EC)*

Personal Leadership Reflection Paper (175 points)

Exam #2 (175 points)

Discussion Board #4 (30 points)

Grading Scale (1,000 points possible)

A 940 or more	B- 800 - 829.99	D+ 670 - 699.99
A- 900 - 939.99	C+ 770 - 799.99	D 630 - 679.99
B+ 870 - 899.99	C 730 - 769.99	D- 600 - 629.99
B 830 - 869.99	C- 700 - 729.99	E < 600.00

UF grade points are as follows: A (4.0), A- (3.67), B+ (3.33), B (3.0), B- (2.67), C+ (2.33), C (2.0), C- (1.67), D+ (1.33), D (1.0), D- (.67), E (0.0). More information on grades and grading policies can be found at <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>.

Extra Credit (EC): Students may receive extra credit by completing up to two additional leadership interviews. Each additional interview is eligible for 15 points of extra credit for a total of 30 points total. 20 points will raise a "midpoint" grade to the next higher grade (i.e., a B+ to an A-). Any additional leadership interviews are due **the same day** as the required five interviews.

Academic Honor Code: By virtue of enrolling in this course, students commit themselves to uphold the Honor Code, which includes the following pledge: "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity." Students are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." It is assumed that students will complete all work independently in each course unless the instructor provides explicit permission to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of a student's obligation to uphold the Honor Code, s/he should report any condition that facilitates academic misconduct to appropriate personnel. It is each student's individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. More information regarding the Student Honor Code can be found at the following URL: www.dso.ufl.edu/SCCR/honorcodes/honorcode.php.

Assignment Grading: Assignments are graded and returned to students within *two weeks* of the assignment due date. There is normally a 5% penalty for each "unprofessional" error (e.g., typos, grammar, and misspelled words) found in any assignment. Review your assignments carefully.

Late Assignments: Students may always submit late assignments after the published due date for partial credit up until the day before “reading days” at the end of the semester. Late submissions will result in the following deductions: One day late (30% off); two days late (40% off); three or more two days late (50% off).

Absences and Make-up Work: Requirements for keeping up with lectures, make-up exams, assignments, and other work are consistent with university policies (catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx).

Disability Resource Center: Students with disabilities requesting accommodations should first register with the Disability Resource Center (352.392.8565, www.dso.ufl.edu/drc/) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

Course Evaluation: Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

Counseling and Wellness Center: Contact information for the Counseling and Wellness Center: <http://www.counseling.ufl.edu/cwc/Default.aspx>, 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Guidance for Assignments

Lesson from Leaders

Identify seven leaders whom you would like to interview. It is advantageous to interview individuals in your field of interest/future profession (please no relatives). Every attempt should be made to conduct face-to-face interviews. “E-mail” interviews are **not acceptable**. Telephone interviews are **strongly discouraged**. Face-to-face is the way to go! Build that network! Find a potential mentor!

Each interview usually takes 30 to 40 minutes. The goal is to “bring to life” some of the concepts and theories presented in the course. The written summary of each interview should be approximately two pages with two-thirds of the content describing the responses to your questions and one third dedicated to your personal insights/best takeaways. I am very interested in big takeaways. You should define at least three.

Example Questions

- 1. Can you name a person who has had a tremendous impact on you as a leader? Maybe someone who has been a mentor to you? Why and how did this person impact your life?*
- 2. What are the most important decisions you make as a leader in your organization?*
- 3. As an organization gets larger there can be a tendency for the “institution” to dampen the “inspiration.” How do you keep this from happening?*
- 4. How do you encourage creative thinking within your organization? Where do the great ideas come from in your organization?*
- 5. Which of the following is most important in your organization—mission, core values, or vision?*
- 6. How do you or others in your organization communicate the “core values”? How do you encourage others in your organization to communicate the “core values”? How do you ensure your organization and its activities are aligned with your “core values”?*

7. How do you help a new employee understand the culture of your organization?
8. When faced with two equally-qualified candidates, how do you determine whom to hire?
9. What is one characteristic that you believe every leader should possess?
10. What is the biggest challenge facing leaders today?
11. What is one mistake you witness young leaders frequently making? What are a few behaviors or traits that you have seen that derailed a leader's career?
12. What advice would you give someone going into his/her first leadership position?
13. What do you do to ensure you continue to grow and develop as a leader?

Discussion Board Posts

There are four (4) graded discussion boards. The discussion boards are designed to help students meet classmates, facilitate self-reflection, and provide peer-to-peer learning. The topics for this semester's discussion boards are:

1. **21 Irrefutable Laws of Leadership** (examples of current leaders who display or violate specific laws) *
2. **Lincoln on Leadership** (examples of current leaders who display or significantly lack Lincoln's traits) *
3. **17 Indisputable Laws of Teamwork** (reflect on teams you've been on and ways they've displayed or violated laws)
4. **Self-Reflection** (reflect on key takeaways from the course and their future implications on your career/life choices)

* **Leadership in Action:** For discussion boards 1 and 2 focus on a current person/story in the news. Include a link to the news story/article in your post. For discussion board 3 refer to specific topics covered in the text.

Minimum Participation: One Post (300 words +/- 10%). For 1-3 only, respond to two posts by peers (150 words +/- 10%).

Personal Leadership Reflection

Students are required to submit a personal leadership reflection paper. Reflection involves thinking about our experiences. Day-to-day experiences in leadership roles, as well as our personal and professional lives, offer opportunities for reflection and learning. Development of leadership capabilities and capacity require the ability to explore, question, and evaluate one's own performance and development.

The following are questions that should be addressed in the personal leadership reflection paper.

1. Which three or four laws from the **21 Irrefutable Laws of Leadership** book are strengths for you (personally and professionally) and provide examples of how you came to this conclusion? Which three or four laws are weaknesses, explain why, and describe your strategy for improvement.

3. Describe three to four ways that you plan on incorporating lessons from **Lincoln on Leadership** into your personal and professional goals? How do you plan on measuring your progress to ensure that your plan "comes alive" vis-à-vis "collects dust."

3. As an organization gets larger there can be a tendency for the "institution" to dampen the "inspiration" of leaders. How do you plan to keep this from happening in your future leadership roles? Cite a few examples from **The 17 Indisputable Laws of Teamwork**.

4. In addition to the previous three questions, students should also include a reflection on the values-sort activity located at the following website: www.thegoodproject.org/toolkits-curricula/the-goodwork-toolkit/value-sort-activity. Knowing what we value most in our work, relationships, and other commitments makes it easier to respond to opportunities and conflicts with integrity. This values sort is an excellent way to reflect upon what is most important to you personally and it is also a great way to stimulate conversations with peers, colleagues, and family members.

GEB 3XXX Leading Organizations (example schedule)

Week	Module Name	Release OR Due Date	Video Lectures	Lecture Title
Week 1	Start Here	5-Jan	1	Course Overview & Expectations
	Leadership Laws 1-7	10-Jan	4	#1 Lid, #2 Influence, #3 Process, & #4 Navigation
			Article	"What I Believe" by Bob McDonald
		12-Jan	3	#5 Addition, #6 Solid Ground, & #7 Respect
			Article	"When I Follow a Leader: Moments that Won Me Over by Bill McDermott
Week 2	Leadership Laws 8-14	17-Jan	4	#8 Intuition, #9 Magnetism, #10 Connection, & #11 Inner Circle
			Article	"8 Styles of Intuitive Leadership" by Antonia Dodge
			Article	"The 7 Attributes of Intuitive Business Leaders" by Simone Wright
			Article	"What Great Leaders Know That Good Leaders Don't About Self Regulation" by Jay Levin
		19-Jan	3	#12 Empowerment, #13 The Picture, & #14 Buy-in
			Article	"Heavener Career Week...A Blueprint for Success"
			Article	"Turning Challenges into Opportunities" by Dennis Reimer
Week 3	Leadership Laws 15-21	24-Jan	4	#15 Victory, #16 The Big Mo, #17 Priorities, & #18 Sacrifice
			Assignment	ProctorU Exam Registration - UF Online & Away and Traditional UF Students away from Gainesville
		26-Jan	3	#19 Timing, #20 Explosive Growth, & #21 Legacy
			Article	"7 Leadership Styles the Best Bosses Use...Just Not all at Once
Week 4	Lincoln on Leadership: People & Character	31-Jan	3	People: Out of Office, Strong Alliances, & Persuade Rather than Coerce
			Article	"Listening as a Leadership Skill" by Richard Harris
			Article	"Listening Skills: The 10 Principles of Listening
		2-Feb	4	Character: Honesty, Never Act out of Vengeance, Unjust Criticism, Master Paradox
			Assignment	Discussion Board #1 Closes 11:55 pm
Week 5	Lincoln on Leadership: Endeavor & Communication	7-Feb	5	Endeavor: Decisive, Lead by Being Led, Set Goals, Find Grant, & Encourage Innovation
			Article	"A Crash Course on Leadership: Shut Up and Listen" by Florent Groberg
			Article	"Dare to be Different" by Tom English
		9-Feb	3	Communication: Master Public Speaking, Influence Through Story-telling, & Preach/Reaffirm Vision
			Article	"Communication...The Most Important Key to Leadership Success" by Lee Froschheiser
Week 6	Stand Your Ground (Part 1)	14-Feb	2	Secure the High Ground; Antennae Up and On
			Article	"The 4 Cs (plus 1) of Leadership: It's People Skills that Count" by David McKiernan
			Article	"The Most Undervalued Leadership Traits of Women" by Glenn Llopis
		16-Feb	2	Wash Away the Gray; Be Big About Small Things
			Article	"Becoming Gratitude Detectors: Appreciation as a Core Leadership Attribute" by Maureen LeBoeuf
			Assignment	Discussion Board Post #2 Due (11:55pm)
Week 7	Stand Your Ground (Part 2)	21-Feb	2	Go All In!; Who's Got Your Back?
			Article	"Think Less....Think Better" by Moshe Bar
		23-Feb	2	Imagine That; Views from the Top
			Article	"The Most Important Leadership Competencies According to Leaders Around the World
Week 8	Overview of Business Ethics, Midterm & Finalize "Lessons from Leaders" Selections	28-Feb	2	Overview of Business Ethics
			Article	"Curiosity: The Underrated Value" by Kellie McCoy
			Article	"How Thinking Can Improve One's Leadership" by Joe Doty
			Article	"Why You Should Have at Least One Hour Thinking Time Every Day" by Andreas von der Heydt
		2-Mar	1	Midterm Exam Review
			EXAM	Exam #1

GEB 3XXX Leading Organizations (example schedule)

Week	Module Name	Release OR Due Date	Video Lectures	Lecture Title
Week 9	SPRING BREAK			
Week 10	Speak Like Churchill Stand Like Lincoln (Part 1)	14-Mar	1	Secrets 1-5: Pause, Opener, Presence, Point, & Brief
			Article	"Why Communication is Essential for Great Leaders" by Gary Burnison
		16-Mar	1	Secrets 6-10: Quote, Stat, Outage, Whit, & Parable
Week 11	Speak Like Churchill Stand Like Lincoln (Part 2)	21-Mar	1	Secrets 11-15: Gesture, Reading, Poetry, Line, & Question
			Article	"Why Communication is a Critical Skill Not a Soft Skill" by Marlene Chism
		23-Mar	1	Secrets 16-21: Word, Active, Dollar, Button, Closer & Audacity
			Article	
			Assignment	Discussion Board Post #3 Due (11:55pm)
Week 12	Teamwork Laws 1-6	28-Mar	3	#1 Significance, #2 Big Picture, & #3 Niche
			Article	"The Real Leadership Lessons of Steve Jobs" by Walter Isaacson
		30-Mar	3	#4 Mount Everest, #5 Chain, & #6 Catalyst
			Assignment	Lessons from Leaders Interviews Due (11:55pm)
Week 13	Teamwork Laws 7-12	4-Apr	3	#7 Compass, #8 Bad Apple & #9 Countability
			Article	"Leadership in a Political Crossfire" by Fletcher Lamkin
			Article	"Leadership Lessons: Turn the Rocks Over" by Howie Cohen
		6-Apr	3	#10 Price Tag, #11 Scoreboard, & #12 Bench
Week 14	Teamwork Laws 13-17	11-Apr	3	#13 Identity, #14 Communication, & #15 Edge
			Article	"Reflection on Leadership: Teamwork, Tone, and Tenacity" by Paul Becker
		13-Apr	2	#16 High Morale & #17 Dividends
			Article	"Solitude and Leadership" by William Deresiewicz
			1	Exam #2 Review
			Assignment	Personal Leadership Reflections Paper Due (11:55pm)
Week 15	Final Items	18-Apr	Exam	Exam 2
		20-Apr	Assignment	Discussion Board Post #4 Due (11:55pm)