Vision

Achieving excellence in the education and development of principled leaders.

Mission

The Citadel’s mission is to educate and develop our students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.

Principled leadership is influencing others to accomplish organizational goals while adhering to the organization’s core values.

Citadel Core Values

Honor ♦ Duty ♦ Respect

LDRS Program Student Code

CIVILITY

I will treat classmates, professors, and Citadel staff with respect.
I will display a healthy tolerance for individual differences in demographics, gender, race, religion, and thought.
I will respect the authority rules, and regulations of The Citadel.

SCHOLARSHIP

I will continue to develop and demonstrate a passion for learning. I will be intellectually honest.

BEHAVIOR

My behavior will be professional and ethical and reflected in my preparation for class, my attendance in class, my conduct in class, and my relationships within the MASS community.

ATTITUDE

My attitude will reflect teamwork, personal responsibility, and a positive approach to being a member of the class.
Course Description:

3 Credit Hours. This foundational course presents principles, theories, and empirical models of effective and ethical leadership. The subject of leadership will be examined primarily as a behavioral science and applied in the specific context of military teams, units, and organizations. Through a variety of approaches and methods, the course will analyze and evaluate literature, research, and actual case studies relating to military leadership. The course is open to graduate students from various organizational and career backgrounds, with or without a military background. The course will invite all students to examine and integrate their knowledge and experience in ways that can further enhance their leadership skills, effectiveness, and ethics.

Course Objectives:

*Students who successfully complete this course will be able to:*

1. Recognize, understand, and apply fundamental leadership principles, theories, and empirical models of effective and ethical leadership.
2. Analyze and apply leadership approaches in military teams and organizations.
3. Evaluate leadership effectiveness and the ethical values applied by leaders within a military context.
4. Make a well-reasoned and objective evaluation of one’s own competencies and effectiveness as a principled leader, aided by available leadership assessment tools.

Assignments & Grading:

**Assignments**

- Discussion Question Answer Postings 20%
- Discussion Replies/Responses 20%
- Presentation on Organizational Leadership 20%
- Presentation on Military Leadership Topic 20%
- Final Exam 20%

**Grading Standards**

- A 93-100 Represents work of a high quality of graduate-level accomplishment.
- B+ 90-92.99 Represents above average quality expected for graduate-level accomplishment.
- B 85-89.99 Indicates average quality expected for graduate-level accomplishment.
- C+ 83-84.99 Indicates below the level expected for graduate work and an unsatisfactory grade.
- C 78-82.99 Indicates barely achieves minimum requirement, but unsatisfactory.
- F Below 78 Indicates *the minimum requirements have not been met.*

Assignment Descriptions:

**Discussion Answer Postings:** This category reflects the quality of a student’s *Answers* that contribute in a meaningful way to producing a fruitful learning environment for all participants. The criteria for grading answers can vary based upon the nature of the question, but the following are helpful tips to use, as applicable, to particular questions:

1. Ensure you answer the question(s) being asked, and all parts of the question. So, read the question carefully.
2. Explicitly cite relevant concepts from the reading.
3. Apply concepts to offer an in-depth explanation, i.e., state why your answer makes sense.
4. Cite examples from real life cases, your experience, or things you’ve read.
5. Compare and contrast varying views on an issue.
6. Pose answers that are superior to the average performance in class discussion answers.

Each required Discussion Answer as posted will be scored and the average of all scores determines the credit earned for this assignment.

**Discussion Replies:** At least one reply is required from each person enrolled in this course for every Discussion Forum posted throughout the course, unless otherwise specified. The reply should have information that relates to the particular answer to which it pertains. Everyone must reply in each lesson, including those persons assigned to answer.

This category reflects the quality and quantity of a student’s Replies to the answers that others have posted. In order to receive any credit, Replies must be substantive and relevant to the corresponding answer. Effective replies offer some reflection upon the specific ideas in the answers posted by others. See items 1-5 in Discussion Answer Postings above for ideas when you’re unsure how to reply to an answer. No credit will be given for nonsubstantive replies (for example those that simply state the following: I agree, nice job, well done.) Consider that if a particular reply could apply to any answer, anywhere, anytime, then assume it is nonsubstantive and insufficient.

Note: Discussion Replies are due within 3 days of each lesson’s start date. Discussion Replies cannot be submitted late for credit. This is because Replies must be timely to engage actually engage the conversation.

The total points earned divided by the total points possible determines the credit earned for this assignment.

**Discussion Responses:** To fully complete a full exchange within a dialogue, each person who posts an answer to a dialogue question will also post in response to at least one Reply.

Each required Discussion Reply and each Response to a Reply will be scored and the average of all scores determines the credit earned for this assignment.

**Textbooks & Resources:**

**Books Required for the Course**


*Sun Tzu’s The Art of War*, Hartwick Case Study Series (provided within course).
Note: If you are pursuing the Graduate Certificate in Military Leadership or the M.S. in Leadership, please keep these books because they may be used again in LDRS-prefix courses within those programs.

Books as Research Resources – Not Required

The following list provides the authors and titles of some well-known leadership books that may serve as possible background resources on specific leadership-related topics. This list is by no means exhaustive and nor does it reflect recently published works.

The following books are *not* required for LDRS 750 but may be used as resources in other LDRS courses.

  By Arthur H. Bell and Dayle M. Smith

- **Primal Leadership: Unleashing the Power of Emotional Intelligence**
  By Daniel Goleman, Richard Boyatzis, and Annie McKee
  eBook is also available

- **Leadership Is an Art**
  By Max De Pree
  eBook is also available
Course Requirements and Policies:

Instructional Methods

As the master degree candidate begins research on his or her Independent Study Project, interaction takes place directly between the individual master degree candidate and the Professor as Project Monitor. The candidate’s course work will be paced and evaluated according to the “milestones” identified in the Course Schedule.

Academic Integrity

Unless otherwise specified, all coursework must be accomplished on an individual basis without assistance from any other person except the Professor. The LDRS Code and Honor System/Code apply to all course activities.

Writing Criteria

Essays and written projects should be typed in Times New Roman font, size 12, double-spaced, and formatted according to APA Style as specified in the 6th edition of the Publication Manual of the American Psychological Association. Proper writing style and format are the minimum requirements to achieve A or B grades. Essays and written projects must be submitted as a Microsoft Word file or text file saved as an .rtf.

Late Work, Make-ups & Re-takes

Assignments submitted late receive a score on a 100-point scale and then 10 points are deducted from that score. Work cannot be submitted for credit later than one week after the due date. “Replies” to discussion question answers cannot be submitted late for credit. No work is accepted after the last scheduled class date. Coordinate other late submissions and make-ups with the professor. There is no opportunity for re-takes or extra credit.

Incompletes

A grade of “Incomplete” will not be issued for the Leadership Capstone Project Course except in exceptional cases, such as illness, injury, or family emergency. It is the student’s responsibility to present the “authorized reason” for failing to complete all course requirements. When this reason has not been presented
or when the reason presented does not meet the requirements of the faculty member and the Registrar, the final grade will reflect the grade of zero on all missing work.

In the event the grade of “Incomplete” is approved, the removal of the incomplete is the responsibility of the student. The grade of “I” must be removed within the first 30 class days of the next full semester or the “I” automatically becomes an “F.”

Submission of Assignments

Digital files for assignments must be submitted in a MS-Word or compatible .docx format, as applicable to the assignment. Ensure that your files are saved to these formats prior to transmitting them to the Professor. If you are uncertain of your format, text files can be saved as .rtf so that they can be read by MS-Word.

Students with Disabilities

If you need accommodations because of a disability, please contact Dr. Jane Warner in 103 Thompson Hall or call 843-953-1820 to schedule an appointment. If your request for accommodations has already been approved, and you have your accommodation letter, please see the instructor as soon as possible during office hours.

“Netiquette” in an Online Course

Numerous resources describe proper online etiquette. Consider this useful one that offers the main points: http://teaching.colostate.edu/tips/tip.cfm?tipid=128 (“Netiquette: Ground Rules for Online Discussions” by Peter Connor). This article lists twelve keys: Participate, Report Glitches, Help Others, Be Patient, Be Brief, Use Proper Writing Style, Cite Your Sources, Do Not Use Emoticons and Texting as short cuts, Respect Diversity, No Online YELLING!, and No Flaming! (avoid being aggressive or negative). Disagree when it is appropriate, but do so politely and substantively in a way that encourages further communication, versus stifling it. Remember that in this forum you can’t undo something once you send it.

Final Note

This course syllabus, including the schedule provided below, represents the intended plan for the course. Please note that it is subject to changes as made necessary by time, space, and student/professor constraints. The professor will communicate any changes as early and as clearly as possible to avoid confusion.

I am very glad you to be with you and will remain available to help you throughout the course as you continue moving toward your goal of completing your graduate program.