



Center for
Leadership

FLORIDA INTERNATIONAL UNIVERSITY



Course Syllabus
Leadership in Film: Theory and Practice
IDH 3034-U23
Fall 2017-Spring 2018

INSTRUCTOR INFORMATION

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COURSE DESCRIPTION AND PURPOSE

History is the story of great leaders, some with famous names we all remember and others who remain unrecognized. To help create history and build a great economic and socially responsible global community ethical and effective leadership across all levels and types of organizations is required. At the epicenter of leadership is sound and effective decisions.

Effective leadership is evidenced and defined by behavior and action – it's not about "being" a leader, but "doing leadership well." It is important then leadership studies focus on two epicenters: self-insight and developable skills.

- **Self-Insight:** To be most effective a leader must first begin to look inward and be prepared to take a deep dive into who they are, how they think, how they view the world, and to question the basis for these perceptions. While it is unlikely that an individual may be able to change these more core characteristics, deep self-awareness can help leaders proactively manage leadership behaviors.
- **Leadership Skills and Behaviors:** The application of cutting-edge research vetted by leading practitioners allows leaders to learn, practice and develop actionable skills and behaviors consistent with effective leadership.

This course is designed to prepare the next generation of leaders, our Honors College students, to develop self-insight through assessments and reflection and make self-insight the foundation of their leadership arsenal; to become familiar with theories of leadership that will provide them with skills to enhance their leadership decisions in the future; and practice the application of these skills as leadership behaviors and values that will become part of their successful professional endeavors.

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The Leadership in Film course is meant to help students actively reflect on leadership by viewing cinematic portrayals that could potentially mirror their own personal values, attitudes, and behaviors. We will use films to depict a variety of situations and personalities through which students will be able to analyze, understand, and draw their own conclusions about various principles of leadership. These films will be supplemented with relevant and prominent theories and perspectives on leadership.

COURSE OBJECTIVES

1) *To look at leadership from multiple perspectives in order to obtain useful insights about its application*

Leadership can be defined and evaluated in many, many ways. As a concept, it is so complex and ambiguous that even scholars often have varied viewpoints when they attempt to discuss it. As they progress through this course, students will examine leadership through various theoretical frameworks. Each framework has its own set of behaviors and attitudes that have varying applicability depending on the situation and context. With the use of films, it is expected that students will obtain insights that will help them in their own leadership practice.

2) *To understand various popular leadership theories, analyze them, critique them, and apply their learnings to a variety of organizational issues and everyday problems*

Through in-class discussions, activities, and reviewing course materials, students will be able to better understand key theories and practices that have shaped our understanding of leadership. Using various scenarios from both the films and organizational examples, students will be able to analyze problems and address those issues appropriately.

3) *Students will select relevant information, organize and evaluate the information and apply it to issues of leadership*

Leadership topics will have both theoretical and support materials, and a film that reflects the relevant theory. This will provide students the opportunity to analyze and critique the material to highlight their critical thinking skills. Discussions and critical analyses will highlight essential intellectual traits including humility, courage, empathy, autonomy, integrity, resilience, confidence, and fair-mindedness.

Student learning outcomes include the ability to

1. Describe key leadership frameworks and concepts.
2. Evaluate prominent leadership theories on the basis of their strengths and weaknesses.
3. Review and analyze organizational issues with a multiple perspectives approach to the concept of leadership.
4. Develop and demonstrate the ability to apply critical thinking skills when addressing issues or others' opinions.
5. Discuss critically, the strengths and weaknesses of a film as a tool for leadership development.
6. Link behaviors and traits of characters and situations from the films with prominent perspectives from leadership theories applying them to current events.
7. Demonstrate the ability to produce an in-depth written analysis of leadership theory, frameworks, and/or concepts and their application and implications for personal leadership.

COURSE MATERIALS

Required Textbook:

Leadership: Theory and practice. (7th edition)

Author: Peter G. Northouse.

Sage Publications.

ISBN-13: 9781483317533

Supplemental Reading:

All supplemental reading material will be available for student's use electronically in PDF format through Dropbox or Blackboard.

Films:

There is required viewing list of 2-4 films per semester for class discussion. Films are available through the FIU library streaming service. Students may also opt to organize group viewings on their own. Students may also access films via their own video streaming accounts, i.e. Netflix, Amazon Prime, Hulu Plus, etc.

COURSE REQUIREMENTS

This course covers two semesters (Fall and Spring).

Class attendance and participation: Students are required to attend all seminars, complete any and all readings in advance of class, and come prepared to engage in high-quality dialogue.

The extent of each student's active involvement will be reflected in the class participation portion of the grade.

Discussions: Students are expected to be active participants in this course – this includes participating in small group discussions during class and making comments, and/or asking questions in the overall class session. There is an expectation that students will be present and contributing to the learning environment by being an active member of the class. Students will be challenged to think about their pre-conceived notions of leadership, take charge of their own learning, and seek answers to relevant questions during or after class, in conversations with peers, and/or from the instructor. Each student's leadership development should be a personal and proactive endeavor throughout the course.

Written Assignments: **For all written assignments, spelling, grammar, punctuation, clarity of thought and organization will influence the final grade.**

Film Blog Posts: Students will be required to prepare a blog style entry that uses excerpts from the film or theories assigned and discusses/analyses the leadership theory/theories discussed in class (either through the assigned textbook, supplemental readings, class discussion or a combination). Each blog entry will consist of a minimum of 750 words. **All blogs should be of high-quality and should add value to/ carry forward the discussion on leadership as represented in the films, theories, and class discussions.** These blogs are due no later than midnight on the day of class and should be submitted through Blackboard.

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Leadership Reflection Paper – Each semester students will prepare an in-class reflection paper (1000 word minimum) that will discuss **how what they have learned will make them approach their own leadership capabilities in the future.** Further details about the paper will be distributed several weeks before the due date each semester. It is expected that papers will be grammatically and stylistically strong and will present a cogent understanding of leadership theory and practice.

Spring semester: Final Exam Film Project: (Group project) – In small groups, students will complete a **4-6 minute short film** that exemplifies a leadership theory and practice which has been covered during the academic year. Film styles may include any genre including mystery, drama, comedy, satire, parody, etc. Each team will be asked to prepare a discussion guide for the film and will lead the class in a discussion of their film. Group participation must be documented – a “credits page” should be included that lists all those who worked on the film and their roles. For the discussion guide, a student should pretend he/she is the professor and that he/she must prepare a 30-minute section of class. The discussion guide should include the following: Details about the film (title, year made, director, main stars, characters, etc.); a summary of the film plot; brief discussion of the leadership theory/practice the film illustrates; how the film illustrates the concept of leadership selected; 3-4 discussion starter questions to engage the class in meaningful dialogue (be sure to include your own answers to the questions you pose).

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COURSE EVALUATION (Spring 2017)

Class Contribution and Participation	20%
	<p>Sign in - Students are expected to sign in to class on the weekly roster</p> <p>Absences will be noted as follow: 1 absence=excused 2 or more = 0.5 pt deducted per absence</p> <p>Lateness to class = consistent lateness (3x or more) will be deducted as absences.</p> <p>Class discussion - Every student is expected to contribute to class discussions. Tallies of contributions are noted.</p>
Blogs/mini-videos (4)	20% (5% each)
	<p>Each blog will be a minimum of 300 words and address the question posed. Late papers will be assessed -0.5 per day late</p> <p>Videos should contain at least 3 interviews.</p>
Midterm Exam	20%
Personal Reflection Paper	<p>20% Personal reflection paper on learning and personal application of the semester content Turn in via Blackboard.</p>
Final Exam– Film Guide	<p>25% Construct a film guide that could be used as a teaching plan for a class on leadership and conforms to the template provided. Pick a film of your choosing, apply relevant leadership theories and construct a class plan for teaching such a module. Turn in via Blackboard.</p>

GRADING SCALE

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The following scale is used to assign final grades. Percentages will be rounded up if the value is .5 or greater. In other words, an 85.5% would be rounded up to an 86%. An 85.4% would be rounded down to an 85%.

Letter Grade	Range	Letter Grade	Range	Letter Grade	Range
A	93-100%	B-	80-82	D	65-70
A-	90-92	C+	77-79	F	<65
B+	87-89	C	73-76		
B	83-86	C-	70-72		

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COURSE SCHEDULE

This course will span two semesters. Part two (Spring 2017) will be focused on Contemporary Leadership Theory and Practice.

FALL 2017

Classical Theories of Leadership

Week	Topic	Assignments to be completed prior to class
Week 1 Aug 29	Introduction to Leadership theories and practice Course objectives and expectations	<i>Activity: What is leadership?</i>
Week 2 Sept 5	Trait Approach to Leadership Part I – Class discussion: Are leaders born or made? Can leadership be learned?	<i>Read Chapter 2 of the textbook.</i> Video blog – <i>Are leaders born or made?</i>
Week 3 Sept 12	Trait Approach to Leadership Part II – Class discussion: How do you show up? The role of personality and diversity in leadership. <i>Watch The Caine Mutiny Part 1</i>	<i>Complete the online Big Five Personality assessment found at “outofservice.com”</i> <i>Bring your results to class.</i>
Week 4 Sept 19	Film Discussion: <i>The Caine Mutiny Part 2 (1954)</i> <i>How is leadership a reflection of genetics, behaviors, and/or skills?</i> <i>Watch The Caine Mutiny Part 2</i>	Post Film Blog Discussion Topic #1 due. (350 word minimum) Submit via Blackboard. How does “how we show up” make a difference in our decisions and behaviors? <i>Pick one scene in the film that illustrates the Trait approach in leadership and come prepared to share with the class.</i>
Week 5 Sept 26	Skills Approach to Leadership To what extent are specific leadership skills necessary at different organizational levels? <i>Moneyball Part 1</i>	<i>Read Chapter 3</i>
Week 6 Oct 3	Film Discussion: <i>Moneyball Part 2</i> <i>One of the key characteristics of effective leadership is properly diagnosing “the problem.” How can leaders be better equipped to make a correct diagnosis?</i>	Moneyball. Post Film Blog Discussion Topic #2 due. (350 word minimum) Submit via Blackboard. How can we as leaders better grasp the “what’s the problem”? diagnosis when in a leadership capacity? <i>Pick one scene in the film that illustrates the Skills approach in leadership and come prepared to share with the class.</i>

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Week 7 Oct 10	Decision-Making and Leadership	<u>No assignment due.</u> Remember to review materials covered thus far in preparation for Midterm.
Week 8 Oct 17	----- MIDTERM EXAM -----	<u>No assignment due.</u>
Week 9 Oct 24	Situational Approach to Leadership Contingency Theory of Leadership How should context determine leadership behaviors? <i>Remember the Titans (2000)</i>	Read Chapter 5
Week 10 Oct 31	Film Discussion: <i>Remember the Titans (2000)</i> Discuss relevant current events and discuss implications of situational leadership.	<i>Remember the Titans.</i> Post Film Blog Discussion Topic #3 due. (350 word minimum) Submit via Blackboard. Pick one scene in the film that illustrates Situational or Contingency Theory and come prepared to share with the class.
Week 11 Nov 7	Path-goal Theory of Leadership Motivation	Read Chapter 7, p. 137-148; and 157.
Week 12 Nov 14	Power and Influence <i>Twelve Angry men</i> How can leadership be effective outside of coercion or formal authority?	<u>No assignment due.</u> Remember the Leadership Reflection paper is due on <u>December 5</u> and the Final Exam Film Discussion Guide is due on <u>November 28</u> .
Week 13 Nov 21	Film Discussion: <i>12 Angry Men (1957)</i> Thanksgiving holiday 23	<i>Twelve Angry Men.</i> Post Film Blog Discussion Topic #4 due. (350 word minimum) Submit via Blackboard. How do the principles of “power and influence” play a role in decision-making when leaders are faced with situations where they are not in the “power” seat? Pick one scene in the film that illustrates Path-Goal Theory or principles of power and influence in leadership and come prepared to share with the class.
Week 14 Nov 28	Barriers to Communication What is Your Leadership Brand?	<i>Final Exam: Feature Film Discussion Guide due at 11:59 p.m. on November 28.</i>
Week 15 Dec 5	----- FINAL EXAM ----- Class will be held. Attendance required.	<i>Leadership Reflection Paper due at 11:59 p.m. on December 5. What principles, concepts are taking away from the leadership theories studied thus far that can be applied to your life right now in a personal way?</i>

COURSE EVALUATION (Spring 2018)

Class Contribution and Participation	15%
	<p>Sign in - Students are expected to sign in to class on the weekly roster</p> <p>Absences will be noted as follow: 1 absence=excused 2 or more = 0.5 pt deducted per absence</p> <p>Lateness to class = consistent lateness (3x or more) will be deducted as absences.</p> <p>Class discussion - Every student is expected to contribute to class discussions. Tallies of contributions are noted.</p>
Blogs (4)	20% (5% each)
	<p>Each blog will be a minimum of 400 words and address the question posed. Late papers will be assessed -0.5 per day late Class presentation may take the place of one blog.</p>
Midterm Exam	20%
In-class Reflection Paper	<p>15% Personal reflection paper To be written in class.</p>
TEAM FINAL: 2 Parts	Total 30%
Final Exam– Team Film	<p>20% Includes a 5-7 minute short film, “on Leadership”</p>
Final Exam – Team Film Guide	10%

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	Film Guide based on the film. Every member of the team will receive the same grade for this assignment
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Spring 2018 - UPDATED SYLLABUS WILL BE DISTRIBUTED IN JANUARY 2018

Contemporary Theories of Leadership

Week	Topic	Submission Deadlines
Week 1	Semester introduction and expectations Review of Leadership theories How Full is Your Bucket?	-----
Week 2	Strengths Leader-Member Exchange Theory Team Project Assignment “On Leadership”	Strengths Assessment – bring results to class. Read article https://www.mindtools.com/pages/article/leader-member-exchange.htm Chapter 8 Northouse
Week 3	Managing a Team Film Discussion: <i>Master and Commander (2003)</i> <i>Team meeting</i>	Blog Discussion Topic #1 due: “Should leaders treat every member of the team the same? Why or why not?” (400-word minimum) Submit via Blackboard. <i>Optional: view Master and Commander (2003) (available through the library)</i>
Week 4	The Team Project	Blog Discussion Topic #2 due: What motivates you to do your best work?” (400-word minimum.) Submit via Blackboard
Week 5	Transformational Leadership Transformational/Transactional/Laissez Faire The Additive Effect of Transformational Leadership	Read article: https://www.psychologytoday.com/blog/cutting-edge-leadership/200903/are-you-transformational-leader Chapter 9 - Northouse
Week 6	Film Discussion: <i>Invictus (2009)</i> <i>What’s the problem?</i>	<u>Watch film Invictus</u> (available through library)
Week 7	-----MIDTERM EXAM-----	<u>No assignment due.</u>
Week 8	Servant Leadership Authentic Leadership	Blog discussion topic #3 due “Working on the team film project; My experience thus far.” (400-word minimum) Submit via Blackboard.

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		Read http://hbswk.hbs.edu/item/the-truth-about-authentic-leaders
		Chapter 10 Northouse
Week 9	Class Presentation In-Class Team Project Work	<u>No assignment due.</u> <u>Set appointment time for week of March 20</u>
Week 10	SPRING BREAK	No Class
Week 11	Culture and Leadership	<u>Team meeting with professor.</u> <u>By appointment..</u>
Week 12	Women and Leadership Film Discussion: <i>Elizabeth I (2003)</i>	Blog discussion topic #4 due “Women in leadership: In 2016 only 26 women are now serving as CEOs of Fortune 500 companies —roughly 5%. In 1995 there were none. What do you think of that development?” (400 word minimum) Submit via Blackboard. Chapter 12 Northouse
Week 13		<i>Work on Film Project</i>
Week 14	Team Project Work	<i>Work on Film Project</i>
Week 15	Final Exam Part 1 Reflection Paper in Class	Team Film project due. Turn in Film at beginning of class on a flash drive. Turn in Film Guide via blackboard. Project is due April 19. 10% off for every day it is late. Team Grade
Week 16	Final Exam Part 2 Film Screenings in class with guest evaluators.	Final Exam Part 2 Screening No assignment due. End of Semester.

UNIVERSITY AND HONORS COLLEGE POLICIES

Religious Holidays

Every effort will be made, where feasible and practical, to accommodate students whose religious practices coincide with class requirements scheduling. Please make sure to notify your instructor at the beginning of the semester of which dates you will be absent or any anticipated problems with completing course work.

Disability Notice

Every effort will be made, where feasible and practical, to accommodate students who are so challenged. Should you require accommodations, contact the Disability Resource Center (DRC), if you have not done so already.”

Honors College Requirements

Registration in this course implies an acceptance of and compliance with the Honors College policies for students and the FIU Code of Academic Integrity.

Honors Citizenship Requirements

Beginning in Fall 2014, Honors College students are required to accumulate at least **20 citizenship points** each academic year (Fall and Spring) by attending Honors College activities. Students attending only one semester (Fall or Spring) are required to accumulate **10 citizenship points**. See <http://honors.fiu.edu/academics/policies/citizenship/>.

Student Portfolios

The Honors College will be using a portfolio method to assess students' learning outcomes. The portfolio allows for maximum flexibility in gauging student learning. Students decide (with instructor consultation) what “artifacts” or assignments to include for consideration in their portfolios to demonstrate successful achievement of each of five key student learning outcomes over the 4-year Honors experience. See www.honors.fiu.edu/portfolios.

Honors Education in the ARTS (HEARTS)

The HEARTS program is designed to give Honors College students opportunities to “explore and appreciate different artistic and cultural traditions and modes of artistic expression. HEARTS will also serve as a clearinghouse (and curatorial framework) for our students to experience the arts on campus and in the community by providing them with information about cultural activities and access to performances with free or discounted tickets. See <http://honors.fiu.edu/hearts/>.

Honors College Academic Misconduct Statement

In The Honors College, the term “honor” refers both to academic accomplishment and character. Students in Honors should therefore adhere to and be held to the highest standards of personal academic accountability. Academic dishonesty in any form, including plagiarism, is antithetical to the very definition of being an Honors student at FIU. Consequently, an Honors College student found responsible for academic misconduct will be dismissed from the College.

Procedures and Penalties

An Honors faculty member may bring charges of academic misconduct against an Honors student if the faculty member suspects plagiarism or other forms of academic misconduct. The faculty member will decide whether to pursue informal resolution, file formal resolution charges,

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or take no further action, and will follow the procedures outlined in the Honors College website (<http://honors.fiu.edu/academics/policies/>), and the Academic Misconduct Procedures, available at <http://www.fiu.edu/~oabp/misconductweb/1acmisconductproc.htm>.

Please refer to the following documents for additional information:

- FIU Code of Academic Integrity – <http://www.fiu.edu/~dwyere/academicintegrity.html>.
- FIU Honors College Student Handbook – <http://honors.fiu.edu/handbook0910.html>
- FIU Honors College Plagiarism Policy – http://honors.fiu.edu/current_policy_plagiarism.htmlCourses

Global Learning Outcomes

Courses designated as Global Learning courses (IDH 2003-2004, IDH 3034-3035) must list specific Global Learning outcomes. Assignments must be able to assess the students' ability to demonstrate these outcomes. Second year and Upper Division classes have been designated as Global Learning courses. For questions regarding Global Learning requirements, please contact Jose Rodriguez at the Honors College by email at rodrjgej@fiy.edu.

Global Learning Outcomes for IDH 3034-3035

- Global Awareness: Students will be able to demonstrate knowledge of the interrelatedness of local, global, international, and intercultural issues, trends, and systems.
- Global Perspectives: Students will be able to develop a multi-perspective analysis of local, global, international, and intercultural problems.
- Global Engagement Students will be able to demonstrate a willingness to engage in local, global, international, and intercultural problem-solving.