

College of Education & Human Development Department of Counseling, Health and Kinesiology

EDKN 5333 Seminar in Selected Topics Spring - 2025

Instructor: Dr. Juan M. Hinojosa

Class time & Location: Classroom Hall 219 Thursday 5:30PM – 8:15PM

E-mail & Telephone: jhinojos@tamusa.edu **Phone:** (210) 784-2583 Cell: (210) 837-5305

Office Hours: by Appointment

Office Location: STEM Building, Kinesiology Suite: 142D

Recommended Reference Material:

Northouse, P. G. (2016). Leadership Theory and Practice, Seventh Edition. Sage Paperback ISBN:

9781483317533

Northouse, P. G. (2012). Introduction to Leadership Concepts and Practice, 3rd ed. Sage

Gutek, G.L. (2004). *Philosophical and Ideological Voices in Education*. Boston: Pearson Publishing. (ISBN-13: 978-0205360185 or ISBN-10: 0205360181)

Course Learning Objectives: This course's goal is to inform and influence the leadership practices of students and to contribute to the student's scholarly growth. Theories are discussed chronologically, as they emerged and were influential during the past 200 years, with a principle focus on modern theories. However, current conversations on leadership frame the initial and final discussions in the course and provide a context for considering the historical divisions of theory. Students in this course will be expected to articulate their leadership and managerial philosophies on various topics and to articulate effective leadership skills. Students will also formulate research questions for possible further exploration.

Student Learner Outcomes (SLO): As a result of the class and successful completion of course assignments and lessons, students will:

- 1. Demonstrate an understanding of major theories of leadership
- 2. Demonstrate how leadership theory guides actual leadership behavior
- 3. List and discuss a variety of approaches to motivation and leadership development
- 4. Demonstrate an understanding of strategies for implementing systemic change
- 5. Demonstrate an understanding of how to assess and develop effective leadership behaviors
- 6. Develop an effective decision making model
- 7. Demonstrate effective conflict resolution skills

- 8. Demonstrate an understanding of current research in leadership theory and practice
- 9. Demonstrate the ability to evaluate and critique current leadership theories
- 10. Develop and present a personal theory of leadership

Performance Evidence: This course will be administered through readings, practical exercises, online resources, and discussion/reflection. The critical assignment is designed to demonstrate the student's competency of learner outcomes. On-line activities will provide opportunities for application.

Instructional Strategies and Methods: This F2F class course contains multiple assignments and a quality style leadership term paper.

Course Objectives: This is a challenging course. You should expect to work hard. Use this class as an opportunity to learn about leadership and what you should expect as a leader. I want you to share your information, insights, and experience. Approach this class as you would a job – submit work on time and be prepared to do your best.

Evaluation of Student Outcomes and Course Requirements: Evaluation is based upon the attainment of the course outcomes as evidenced by the successful completion of all course requirements. Those course outcomes cannot be successfully attained without thorough preparation and active, thoughtful participation.

Merely submitting an assignment in itself does not warrant an "A." Earning an "A" requires greater attention to the quality of the work. It behooves you to have a colleague proofread your work before submitting it. Your ability to communicate in writing is as important as understanding the content.

Graduate Class Policies: A student has the right to expect competent, well-organized instruction for the full number of clock hours allotted for a course; to sufficient written assignments, graded fairly and with reasonable promptness to show the student's academic standing in the course at least before mid-semester; to have ample opportunity to confer with the instructor at published office hours and to review graded written work; to freedom from ridicule, discrimination, harassment or accusations in the presence of other students or faculty members; and to an avenue for appealing to higher academic authority in case of alleged unfairness by an instructor.

Student Rights and Responsibilities: As members of the University community, all enrolled students assume full responsibility for adhering to the university's values and goals. Students are held responsible for staying abreast of their rights as students and for being cognizant of what is deemed proper conduct as outlined in the Student Handbook. The Student Handbook is available through the Student Rights and Responsibilities webpage:

http://www.tamusa.edu/uploadFile/folders/fcestrad/Pdf/Pdf-635767864704349879-10.100.150.124.pdf

Academic Dishonesty: Students are expected to do their own course work. Academic dishonesty is a violation of the Student Code of Conduct; therefore, the instructor may report any form of academic dishonesty to the Office of Student Rights and Responsibilities. Please review the Student Handbook for a complete description of the process.

Class Attendance: A vital part of every student's education is regular attendance of class meetings. Any absences tend to lower the quality of a student's work in a course, and frequent or persistent absences may preclude a passing grade or cause a student to be dropped from one or more courses upon the request of a

faculty member to the Provost and Vice President for Academic Affairs.

Absences for Religious Holidays: The university will allow students who are absent from classes for the observance of a religious holy day to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence if, not later than the fifteenth day after the first day of the semester, that student has notified the instructor of each class to be missed. The instructor may appropriately respond if a student fails to complete the assignment or examination within a reasonable time after the absence.

Research on Human Subjects: Research that involves human subjects must be approved by the Institutional Review Board for the Protection of Human Subjects.

Americans with Disabilities Act: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disability. Disability Support Services (DSS) provides services, auxiliary aids and accommodations for students at Texas A&M University-San Antonio (A&M-SA) who have self-identified, registered and provided DSS with documentation supporting their disability. Students may access additional information on the Disability Support Services webpage: http://www.tamusa.edu/studentengagementsuccess/dss/AccessDSS/index.html

IMPORTANT POLICIES AND RESOURCES

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us https://www.tamusa.edu/Disability-Support-Services/index.html or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services and their instructors as soon as possible.

Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the Tools section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202.

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit tamusa.edu/studentcounseling

Crisis support is available 24/7 by calling the SCC at 210-784-1331 (after-hours select option '2').

Additionally, the TELUS Student Support App provides a variety of mental health resources including support for in the moment distress, an anonymous peer to peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: https://tamusa.bbcportal.com/.

More information about the Emergency Operations Plan and the Emergency Action Plan can be found here: https://www.tamusa.edu/about-us/emergency-management/.

Download the SafeZone App (https://safezoneapp.com/) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at https://www.tamusa.edu/academics/.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a CARE referral

(https://www.tamusa.edu/university-policies/Student-Rights-and-Responsibilities/file-a-report.html) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual within our state, nation, and world. All decisions and actions involving students and employees should be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, gender identity, gender expression, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the appropriate offices within their respective units.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in

any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights: A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.

Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, gender identity, gender expression, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.

A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.

Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities: A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.

- 1. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, Student Code of Conduct, on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
- 2. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
- 3. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
- 4. A student has the responsibility to check their university email for any updates or official university notifications.
- 5. We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the Student Code of Conduct

(https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2 022-23.pdf) or visit the resources available in the OSRR website (https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academic-integrity.html).

Counseling Resources: As a college student, there may be times when personal stressors interfere with your academic performance and/or negatively impact your daily functioning. If you or someone you know is experiencing life stressors, emotional difficulties, or mental health concerns at Texas A&M University – San Antonio, please contact the Office of Student Counseling & Wellness Services (SC&WS) located in Modular C, Room 166 (Rear entrance) or call 210-784-1331 between the hours of 8:00AM and 5:00PM. All mental health services provided by SC&WS are free, confidential (as the law allows), and are not part of a student's academic or university record.

SC&WS provides brief individual, couples, and group therapy, crisis intervention, consultation, case management, and prevention services. For more information, please visit www.tamusa.edu/studentcounseling In order to reduce the spread of COVID-19, the Student Counseling & Wellness Services (SC&WS) office will primarily offer services via phone and/or Webex. Any students interested in scheduling an appointment should call (210) 784-1331 Monday through Friday, 8:00AM – 5:00PM. After hours, please contact UPD at 911 or text "HOME" to 741-741 24/7/365 to connect with a trained crisis counselor. The National Suicide Prevention hotline also offers a 24/7/365 hotline at 1-800-273-8255.

Incompletes: The spirit of the "Incomplete" is to give a student an opportunity to complete a course after the end of the semester. An Incomplete will only be considered under specific circumstances: 1. 70% of the class has been completed and students are passing with a "C" or better 2. The circumstance for which the "I" is requested is supported with documentation 3. Students have been attending class on a regular basis Incompletes are not to be used to remedy excessive absences. Unforeseen circumstances precipitating the request for an "I", should occur near the end of the semester. Students who are experiencing difficulties at the beginning or midway through the course should contact their professor immediately to discuss options. When a professor agrees to grant an "I", a contract between the student and professor that outlines a specific timeline for completion of the course will be generated. Topics such as the highest possible grade will also be outlined. If the contract is not fulfilled, the professor will submit a change of grade form with earned letter grade. All "I"s will automatically revert to an "F" after one year.

Dropping a Course: A course may be dropped by a student without approval from his/her academic advisor or other university official. Students who have been readmitted on academic/scholastic probation must also consult with their advisors prior to dropping or withdrawing. It is highly recommended that a student consult his/her academic advisor because of the impact on financial aid, graduation, veteran benefits, etc. After the online registration system is closed, all drops must be processed by the Office of the Registrar. A student who, by dropping a course, becomes registered for less than a normal load will be reclassified as a part-time student. Freshmen students who intend to drop a course must first visit their Academic Success Coach.

Administrative Drops for Non-Attendance: A faculty member may drop an undergraduate student for non-attendance at any time prior to the midpoint of a long semester. A drop processed by a faculty member for non-attendance will be treated as a non-punitive grade unless the undergraduate student is subject to the

requirements of Senate Bill 1231. The Office of the Registrar will treat all drops processed by a faculty member in accordance with the requirements of Senate Bill 1231 and may change a grade of W to a grade of WS or an F, depending on the student's status.

Grading Policy: Blackboard: All assignments will be turned in and all notes, announcements, etc, will be posted on Blackboard (except for those that require signatures). Please check that your account is working, otherwise you will fall behind. If you have problems accessing Blackboard, call 210-784-4357. Assignment Dropbox (course content folder) in Blackboard will be used to turn in electronic assignments.

To access Blackboard, go to the TAMU-SA homepage (http://www.tamusa.edu/).

Use of Generative AI Permitted Under Some Circumstances or With Explicit Permission:

There are situations and contexts within this course where you may be asked to use artificial intelligence (AI) tools to explore how they can be used. Outside of those circumstances, you should not use AI tools to generate content (text, video, audio, images) that will end up in any student work (assignments, activities, discussion responses, etc.) that is part of your evaluation in this course. Any student work submitted using AI tools should clearly indicate with attribution what work is the student's work and what part is generated by the AI. In such cases, no more than 25% of the student work should be generated by AI. If any part of this is confusing or uncertain, students should reach out to their instructor for clarification before submitting work for grading. Use of AI-generated content without the instructor's permission and/or proper attribution in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Course Requirements for Written Assignments: APA: All written assignments should follow APA guidelines. The following website is a good resource for APA guidelines: (http://owl.english.purdue.edu/owl/resource/560/01/)

Evaluation and Grading (TENTATIVE): 100 - 90 = A; 89 - 80 = B; 79 - 70 = C; Below 69 = F

Discussions/Participation	30 %
Journal	30 %
Term Reflection Paper	20 %
Group Presentation	20 %
Total Points Possible	100 %

Tentative Schedule of Assignments

Blackboard discussions: 20 pts

Each student will complete several discussion board postings. Please follow directions completely for original posts and responses and integrate course material effectively. First posting must be made by Sunday) to foster greater discussion and interaction. In addition to this, each student will also respond substantively to two peers (due by Tuesday midnight). A thoughtful response integrates thoughtful questions, suggestions, and feedback and course material where appropriate. Include citations where appropriate.*In general, a substantive posting is one that contains content and is not of the general "great job" or "thank you" nature.

Rubric for Discussion Postings:

2 points	1 point	0 points
Follows directions completely for original post and responses; integrates course material effectively.	Follows directions for original post and responses and course material are not integrated effectively.	Does not follow directions.
First posting must be made by the middle (Monday) of the week to foster greater discussion and interaction. Minimum number of postings is two per week.		Posting is late.
Responds substantively to the number of peers noted in directions. Integrates thoughtful questions, suggestions, and feedback. Integrates course material where appropriate and includes citations where appropriate	Responds substantively to only one peer as noted in directions. Integrates thoughtful questions, suggestions, and feedback. Integrates course material where appropriate and includes citations where appropriate	Does not respond substantively. Responds late.

Journal/Autoethnography: 30 pts

Each student will complete one journal posting per week. You will start your journal/autoethnography in class and write a reflection on who you think you are as a leader and which of the good leader qualities you possess. What will you need to work on? Every Saturday you will post and you need to write in your journal on your stance in these specific approaches as a leader. You need to include the **negatives** and **positives** related to your self-description and the areas that support your idea of a good leader and the areas you will have to work on. Please follow directions completely for the original post and responses to my comments and integrate course material effectively. Each journal posting must be made each week by Saturday, midnight. Include citations where appropriate.

Rubric for Journal Postings:

2 points	1 point	0 points
Follows directions completely for original post; integrates course material effectively; cites where needed.	Follows directions for original post but responses and course material are not integrated effectively; and /or no citations.	Does not follow directions.
Posting must be made by Saturday each week; respond to instructor comments.		Posting is late.

Responds substantively to the number of peers noted in directions. Integrates thoughtful questions, suggestions, and feedback. Integrates course material where appropriate and	Responds substantively to only one peer as noted in directions. Integrates thoughtful questions, suggestions, and feedback. Integrates course material where appropriate and includes	Does not respond substantively. Responds late
	0	

Reflective Term Paper on Leadership Philosophy: 20 pts

During this course you will develop or refine your leadership philosophy. A leadership philosophy includes your understanding and definition of leadership and describes who you are as a leader. The paper starts with the first day when you start your journal and write a reflection on who you think you are as a leader and what qualities a good leader possesses. Writing your leadership philosophy requires that you interrogate and reflect upon your personal values, assumptions, and beliefs. In addition to drawing on your personal and professional experiences, for this assignment you are required to incorporate the principles and theories discussed in this course (which theories align best), **citing** the various approaches. Although this assignment has no specific format, you should be explicit about your assumptions, the values that are important to you, the principles you use in leading, your strengths in leading, and areas for improvement. Your philosophy should also discuss the ethical boundaries that guide your behavior and decision-making as a leader.

Paper Due by 12:00 midnight on May 1st

Group Presentation: 20 pts

For this assignment, you are expected to present a multimedia powerpoint of 10-12 slides per chapter with references on one of the types of leadership (assigned by the professor). The student must furnish a copy of each power point to the professor. The power point will be presented in class and placed on the discussion board. Remember the 7 X 7 rule!!! (7 words across and 7 lines down)

EDKN 5333 Seminar in Special Topics THUR - 5:30 - 8:15PM

Jan	
20	Martin Luther King Day
23	First Class Meeting: Syllabus Overview Check-in
30	An Overview of Theories of Leadership & Philosophy
Feb	
6	Autoethnography Discussion
13	Traits Approach & Skills Approach
20	Behavioral Approach & Situational Approach
27	Path - Goal Theory
Mar	
6	Leader - Member Exchange Theory (All Presentations Due)
10 - 15	Spring Break - No Classes
20	Leadership Ethics
27	Transformational Leadership and Authentic Leadership - Group One
Apr	
3	Situational Leadership and Adaptive Approach - Group Two
10	Team Leadership - Group Three
17	Gender and Leadership - Group Four
24	Culture and Leadership - Group Five
May	
1	Term Paper & Autoethnography Due
7	Study Days
7 - 13	Final Exam - TBD