MASTER OF SCIENCE PROGRAM

Course Number: RADS 5033   3 Credits   Fall 2024 (No Prerequisites)
Course Title: Leadership for Change in Radiologic Sciences

Faculty:

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Course Overview:
This course is an application of theories and models of leadership and change to practice in the radiological sciences. Students will explore, analyze and evaluate historical and contemporary theories of leadership and change and develop strategies for use in the professional practice of radiology administrators and educators in the rapidly changing health care delivery system.

Course Objectives:
Upon completion of this course, a student will be able to:

- Describe the roles of image, perception, and personality for leaders.
- Describe five power sources for leaders.
- Describe how political strategies can influence leadership.
- Critically evaluate and compare historical and current leadership theories and models.
- Describe models, barriers, and enhancements for leaders making good decisions.
- Describe how leaders can improve communication.
- Identify sources of conflict and describe strategies for managing conflict.
- Critically evaluate and compare motivation theories and models.
- Analyze the leadership style of a current leader in radiologic sciences.
- Critique a book on a leader in relation to leadership theories, models, and other principles.

Textbooks:

Nelson, D.L., & Quick, J.C. (2009). *Organizational behavior: Science, the real world, and you (8th ed.).* Mason, Ohio: South-Western Cengage. [ISBN 13: 978-1-4390-4229-8] - $25.00+

NOTE: Most of the following information is similar in the 5th ed., 6th ed., and 7th ed., but the official textbook for the course is the 8th ed. We will cover the following chapters, either through lecture, class activities, or course assignments:

- Chapter 3 - Personality, Perception, & Attribution
- Chapter 4 - Attitudes, Emotions, and Ethics
- Chapter 5 – Motivation at Work
- Chapter 7 - Stress & Well-Being at Work
- Chapter 8 - Communication
- Chapter 10 - Decision-Making by Individuals and Groups
- Chapter 11 - Power & Political Behavior
- Chapter 12 - Leadership & Followership
- Chapter 13 - Conflict and Negotiation
- Chapter 17 - Career Management

American Psychological Association. (2010). *Publication Manual of the American Psychological Association* (6th ed.). Washington, DC: Author. [ISBN 1-4338-0561-8]

Teaching Strategies:
Lecture/discussion, group activities, independent reading assignments, group discussion, written assignments, and student presentations

Attendance:
Without exception, students MUST attend and participate in ***both on-campus*** graduate seminar weekends to receive credit for this course.

Evaluation:

20% - Written Book Critique
10% - Class Presentation of Book Critique
10% - E-Journal
20% - Written Leader Analysis
30% - Take-Home Examination
10% - Class Participation

Grade Scale:
A = 100 - 90
B =   89 - 80
C =   79 - 70
D =   69 - 60

F = 69 and below

Deadlines for submission of assignments are provided in this syllabus. Failure to comply with established deadlines may result in a grade reduction. **The last day to withdraw with a grade of "W" is October 30, 2023, by 4:00 p.m. CST.**

CLASS ACTIVITIES AND ASSIGNMENTS

Assignments will be submitted electronically as an email attachment using the following guidelines:

- MSWord
- Times New Roman (12-point font)
- 1" margins on all sides
- STANDARD MSU TITLE PAGE
- If a student cannot meet these requirements for electronic submission, he or she should meet individually with the faculty member to make other suitable arrangements.

Take-Home Examination – 30%

The take-home examination is based on the chapters in the text and is to be completed before the first weekend of class. The test and instructions for completing the exam are located in the file marked "Take-Home Exam" in the course. Each student should submit his/her exam electronically into D2L, **including the questions** (italicized) and the answers (regular font). Use the standard MSU title page. At the end of each question, students will find the appropriate chapter reference. The exam is due by the date on the table following the explanation of the assignments.

Book Critique and Presentation - 30%

Each student will prepare a written critique of a book (minimum 250 pages) about a leader (living or deceased) in relation to leadership principles/theories, perception/personality, power/politics, decision-making, communication, managing conflict, or motivation discussed in class.

See "Book critique guidelines" in the course resources for more information on this assignment. Books must be approved. The request for approval should be submitted in the appropriate discussion board. *Please note: First come, first served, because students cannot choose the same book.* Please check the approval list/discussion board often, and submit your request by the due date indicated on the table following the explanation of the assignments.

The written critique should be submitted electronically by the date indicated on the table following the explanation of the assignments.

Book Critique Guidelines: **Maximum 20 Points**.

- Key Points - Summarize the key points of the book **with a maximum of 10 key points** (3 points)
- Correlation to Theories - Correlate the key points to **two or more** of the leadership theories/principles mentioned in class or in the textbook. (10 points)
- Personal Impact - Describe how reading this book will influence your work/ career. (2 points)
- Recommendations - Explain why you would or would not recommend this book to a colleague in a similar career situation. (2 points)
- Writing Competence - Use appropriate graduate level writing skills (grammar, organization, title page, APA Style, etc.) (3 points)

Oral Presentation:
Students will also present information about their books to the rest of the class as a 5 – 10 minute presentation. Please submit presentations to the appropriate discussion board by the due date in the course assignments below. The following sections must be clearly addressed in the presentation:

<div align="center">

Title and Author of the Book
Key Points
Correlation to Theories
Personal Impact & Recommendations

</div>

Leader Analysis - 30%

This exercise requires students to apply leadership theory to real situations and individuals. Each student will select a leader with whom they have regular contact (**meaning someone living and someone the student knows**). Individuals must agree to be analyzed and must be approved by the Instructor by the date on the table following the explanation of the assignments.

The student will keep an electronic journal (e-journal) as he or she observes, interviews, and analyzes this individual during the course. The journal will provide anecdotal examples to accompany the analysis of the leader's leadership style and effectiveness. An example of a format for the e-journal is available under "Course Content and Related Materials" in D2L Course Site.

Guidelines for the written leader analysis are available under "Course Content and Related Materials" in D2L Course Site.

The Leader Analysis and e-Journal are due by the dates on the table following the explanation of the assignments.

Class Participation/Online Discussion - 10%

Preparation for the First Seminar Weekend

1. **Complete a personality assessment – please find a free one on the Internet**. *If you need assistance, please contact Dr. Watts.*
2. Bring your results with you to discuss in class. We will examine perceived weaknesses and strengths and formulate a plan to work on those weaknesses.
3. Complete your take home exam and upload into D2L
4. **Read and be ready to discuss the following chapters of the textbook:**

    Chapter 3 - Personality, Perception, & Attribution
    Chapter 8 - Communication
    Chapter 10 - Decision-Making by Individuals
    Chapter 11 - Power & Political Behavior
    Chapter 12 - Leadership & Followership

Each student should be prepared to participate fully in class discussions and activities on each topic. This means that reading assignments and preparations have to be completed before seminar weekends. The faculty will evaluate the quality, relevancy, and consistency of each student's class participation based on the following criteria:

- Evidence of having read assignments and made other preparations by familiarity with the issues and topics scheduled for discussion.
- Evidence of critical thinking beyond the textbook assignments by contributions of relevant observations and applications from personal or professional experiences.
- Overall quality and quantity of verbal and nonverbal participation in discussions and activities.
- Evidence of leadership skills and awareness of group dynamics through supportive behavior towards others such as encouraging discussion, healthy professional debate, and clarification of issues.

GRADING

Date	Activities/Assignments
August 26	**Classes OPEN**
September 3 - Tuesday	**Book Selection Request – Discussion board –** *listen to audio instructions first*
September 10 – Tuesday	**Take home Examination –** *listen to audio instructions first*
September 13	**First Class Participation**
September 24 – Tuesday	**Leader Selection Request**(*~2 weeks*)
October 15 - Tuesday	**Written Leader Analysis w/ e-Journal Due** (*~5 weeks*)

Date	Activities/Assignments
November 12 – Tuesday	**Book Critique** (~10 weeks)
December 11 - Wednesday	***Load Book Presentations to the Discussion Board*** (~13 weeks)
December 12 - **Thursday**	**Second Class Participation** **Book Critique Presentations to Class**

The last day to withdraw with a grade of "W" is November 25, 2024, by 4:00 p.m. CST.

Special Needs:
In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable adjustments in its policies, practices, services, and facilities to ensure equal opportunity for qualified persons with disabilities to participate in all educational programs and activities.

The Office of Disability Services (ODS) provides information and assistance, arranges accommodations, and serves as a liaison for students, instructors, and staff. The ODS has assistive devices such as books on tape, recorders, and adaptive software which can be loaned to qualified individuals. A student/employee who seeks accommodations on the basis of disability must register with the Office of Disability Services in the Counseling Center, Clark Student Center Room 108. Documentation of disability from a competent professional is required.

Individuals with grievances related to discrimination or lack of accommodation on the basis of a disability are encouraged to resolve the problem directly with the area involved. If the matter remains unresolved, advice and/or assistance will be provided by the Office of Disability Services for resolution. The grievance procedure may be found in the Student Handbook and Activities Calendar.
The Director of the Counseling Center serves as the ADA Coordinator and may be contacted at (940)397-4618, TDD (940)397-4515, or 3410 Taft Blvd., Clark Student Center Room 108.

Administrative Process:
Unresolved issues related to this course should be first addressed between the student and the course instructor. If there is no resolution, students must follow this sequence:
    Interim Department Chair – Dr. Lynette Watts (940) 397-4833
    College Dean – Dr. Jeff Killion (940-397-4679))
    Dean of Students – Matthew Park (940-397-6273)

Refer to the Graduate Bulletin for details about receiving a grade of "Incomplete" in a course. In an emergency or extenuating circumstance, a student may request a grade

of "Incomplete" in a course before grades are submitted. If the instructor grants the "Incomplete," the student has until ninety (90) days after the beginning of the next long semester to complete the course requirements. If the student does not complete the course requirements within the deadline, the grade of "Incomplete" will automatically convert into a grade of "F."

Honor System:

RADS 5033 adheres to the MSU Code of Conduct. In particular, academic dishonesty, however small, creates a breach in academic integrity. A student's participation in this course comes with the expectation that his or her work will be completed in full observance of the MSU Code of Student Conduct. A student should consult the MSU Student Handbook for answers to any questions about the code.

Many components of RADS 5033 are designed to be highly interactive with students helping each other learn. Students are encouraged to take full advantage of many resources available including Internet sites, handouts and module notebooks, other textbooks and journals, faculty, and peers. This interactive collegial learning environment is conducive for life-long learning.

Specific components of RADS 5033 are designed to represent the efforts of each student individually and are NOT to be shared. These components include the book critique, electronic journal, leader analysis, and take home examination, all of which are to be electronically submitted to the faculty. Students SHOULD NOT share their efforts in ANY WAY (including but not limited to discussion, electronic files, print copies, notes, etc). The only exception to this rule, is during the final class presentations.

When students submit their efforts (book critique, electronic journal, leader analysis, and take home examination) for grading, they are attesting that they have abided by this rule.

By enrolling in this course, the student expressly grants MSU a "limited right" in all intellectual property created by the student for the purpose of this course. The "limited right" shall include but shall not be limited to the right to reproduce the student's work product in order to verify originality and authenticity, and for educational purposes.

RADS 5033 adheres to the MSU Code of Conduct.

In particular, however small, academic dishonesty breaches academic integrity. Your participation in this course comes with the expectation that your work will be completed in full observance of the MSU Code of Student Conduct. You should consult the current Student Handbook for answers to any questions about the code.

All components of RADS 5033 are designed to represent the efforts of each student individually and are NOT to be shared, copied, or plagiarized from other sources.

Therefore, when you submit your efforts for grading, you are attesting you have abided by this rule.

An online plagiarism and artificial intelligence screening service may be used in this course. Student assignments may be uploaded to the service to identify similarities to other student papers and published works and to detect AI-generated work.

Cheating includes but is not limited to

· Use of any unauthorized assistance in taking quizzes, tests, or examinations
· Dependence upon the aid of sources beyond those authorized by the professor in writing papers, preparing reports, solving problems, or completing other assignments
· The acquisition of tests or other academic materials belonging to the university faculty or staff without permission

Plagiarism includes but is not limited to

· The use of paraphrasing or direct quotation without correct citation in the text and the reference list
· The published or unpublished works of another person
· You may NOT submit papers and assignments you have previously submitted for this or any other course.
· Using materials generated by agencies engaged in "selling" term papers is also plagiarism.

Artificial Intelligence (AI)-Declaration of Generative AI in Academic Writing

For all writing assignments, the student will not use generative artificial intelligence (AI) to construct the content of the assignment. Doing so is similar to plagiarism, and the assignment may be subject to a grade of zero or failure of the course, depending on the severity of the incident. AI-assisted technologies should only be used to improve readability and language. If used, it is the responsibility of the student to carefully review and edit this content, as AI can generate incorrect, incomplete, or biased information. Using these technologies requires human oversight and control. Additionally, AI and AI-assisted technologies should not be listed as an author or co-author or cited as an author. If the student uses AI-assisted technologies, a disclosure must appear at the end of the document in a separate section before the references, using the following format.

> **Declaration of Generative AI and AI-Assisted Technologies in the Writing Process**
>
> Statement: *During the preparation of this work the author(s) used [NAME TOOL / SERVICE] in order to [REASON]. After using this tool/service, the author(s) reviewed and edited the content as needed and take(s) full responsibility for the content of the publication.*

Academic dishonesty will not be tolerated in this class. When unsure whether a situation will be interpreted as academic dishonesty, you should ask your professor for clarification. If you are guilty of academic dishonesty, a grade of zero (0) will be given for the quiz, assignment, etc. Cases may also be referred to the Dean of Students for possible dismissal from the University.

You are encouraged to review the tutorials and suggested websites for more information about plagiarism. If you have any questions about what constitutes plagiarism, please consult:

- The [University Academic Dishonesty Policy](#)
- The website [Plagiarism.Org](#), or
- The professor

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [Safety / Emergency Procedures](#). Students are encouraged to watch the video entitled "*Run. Hide. Fight.*" which may be electronically accessed via the University police department's webpage: *["Run. Hide. Fight."](#)*