

Wayland Baptist University
The School of Humanities & Leadership
Virtual Campus (online)
Spring 2026

LDRS 6301 LEADERSHIP THEORY

NOTE: *This is a doctoral class. That means that 85% of what you do should include research. Every assignment should include a minimum of 3 sources. If you make an assertion, you MUST back that up with scholarship.*

Professor Information

- ▶ Dr. Kimberlee Mendoza
- ▶ Office: Plainview, Gates Hall, 212B
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- ▶ Office Hours: By Appointment (if you'd like to Zoom, email me)

NOTE: In a doctoral program, you are now transitioning from being a consumer of knowledge, to a generator of knowledge. Before consulting with the professor, it is expected that you will first conduct thorough research. This practice will prepare you to become an independent scholar.

ASSIGNMENTS

WEEKLY DISCUSSIONS

Some weeks, you will be completing the Leadership Instrument. There will be questions posted inside the discussion forum that you are to answer (minimum 150 words). **Your initial post must be done Friday by midnight.** Your responses to at least three people must be done by **Monday at noon.** *They should always include research from your reading and outside sources!*

CASE STUDIES

Each chapter in the textbook has case studies at the end of the chapter. You will be assigned some each week to complete. They should be formatted in an APA formatted Word document. These are due **Sunday at midnight**.

PROJECTS

Each week, you will be given various projects to complete. Here are the instructions for each one:

AUDITS

A leadership audit, particularly in a doctoral program, is a rigorous, research-based process designed to systematically evaluate the effectiveness of an individual's leadership practices. Unlike a simple observation, it is a formal, critical assessment that uses established theoretical frameworks and empirical data to analyze a leader's style, impact, and overall performance.

You should identify purpose and scope, identifying core competencies, assessing impact, highlighting strengths and weaknesses, and formulating recommendations. A way to organize this is to include an executive summary, detailed analysis, conclusion, and actionable recommendations.

These will be in an APA formatted Word document. If you do not know how to format in APA, as a doctoral student, you should research it.

PowerPoint Presentations

- ▶ Presentations must be professional, neat, and aesthetically pleasing (not just white background with black text or bright colors).
- ▶ They must include bulleted information, not walls of text.
- ▶ They should include photos and research (both cited).
- ▶ They must include your voice (preferably your video) on the slides (any use of AI or lack of voice will not be acceptable).

Workshop

Your fictitious Christian company is struggling with the leadership team. You have been tasked with creating a three-hour workshop on the leadership styles we learned about this week in an effort to create a better company. Give the company a name and product. Include a fun name for your workshop (see example below). Write out a plan for the workshop, with times included and events included. Don't forget breaks. Put people assigned to the tasks. This is a WRITTEN assignment; you will not be presenting it. This is due **Monday by noon**.

Things you could include *prayer, ice breaker, three topics, breaks, activities, etc.*

Format Example:

New Creation Consulting & Coaching

“Let’s Transform!”

LEADERSHIP WORKSHOP

November 1, 2026

8:00 AM	Light Refreshments	
8:30 AM	Opening Prayer	Bobby Smith, CEO
8:45 AM	Announcements	Ruthie MacDonald, HR

...

Essay

You will engage with the research, including a minimum of five quality additional sources that is synthesized into your essay. It should be a minimum of 2,000 words. It must be written in third-person, intellectual, academic tone. Consider that you are sitting in a room full of scholars. You are one of those scholars making an argument. It should be persuasive and well backed. Do NOT make any assertions without backing. It doesn’t matter if you know it to be true, you must find someone who agrees with your research. This should be APA formatted Word document.

COURSE OBJECTIVES

WEEK ONE

Topic: Introduction to Leadership & The Trait Approach

Reading: Northouse Chapters 1-2

Case Study: Read Case Study 1.1 and complete the questions 1-5 in a Word Document, APA formatted. Must include additional research in your answers. **Due Sunday at midnight.**

Discussion: Complete the Leadership Instrument (right after the case study in Chapter 1) then answer the questions inside the discussion forum. **Your *initial post* must be done Friday by midnight.** Your responses to at least three people must be done by **Monday at noon.**

Project: Choose ONE of the following and create a PowerPoint presentation with YOU *talking* on the slideshow (if you don't know how to do this, research it):

1. *Political Figure:* Analyze Winston Churchill and identify the traits that contributed to his leadership during World War II, critiquing how the *Trait Approach* failed to account for the role of external factors, such as the specific historical context or the actions of his followers.
2. *Corporate Leader:* Examine the leadership of Steve Jobs, identifying his key traits and how *Trait Theory* could be applied to him, while also arguing his success was equally dependent on market conditions, organizational culture, and luck.
3. *Social Media Influencer:* Research a social media influencer as a "leader." Examine the traits that lead to their success and critique how the *Trait Approach* struggles to explain the ephemeral, performative, and community-driven nature of online influence.

Your PowerPoint should be bulleted information, not walls of text. It should look professional. It should include pictures. Everything should be cited according to where you received it. If the file is too big, you will need to export it as a .mov and upload it that way. If that is still too big, put the .mov in YouTube (select unlisted, so only I can see it), and give me the link. This is due Monday at noon in Blackboard. (See instructions above.)

WEEK TWO

Topic: Skills Approach & Behavioral Approach

Reading: Northouse Chapters 3-4

Case Study: Complete Case Studies questions 3.1, 3.2, 4.1, & 4.2, in a Word Document, APA formatted. Must include additional research in your answers. **Due Sunday by midnight.**

Discussion: Complete the Leadership Instruments (right after the case study in Chapter 3 & 4) then answer the questions inside the discussion forum. Your initial post must be done Friday by midnight. Your responses to at least three people must be done by **Monday at noon.**

Project: Behavioral Leadership Audit

Conduct a "behavioral leadership audit" of a *real-world leader, organization, or team*. Instead of focusing on the leader's innate traits, the project will *analyze their observable behaviors* and

assess how those behaviors impact a group's performance and satisfaction. The project requires you to apply the core tenets of the behavioral approach to a real-world case.

1. Choose a leader from a known context. This could be a CEO, a political figure, a coach of a sports team, or a manager of a local business. Make sure there is enough content available (such as interviews, documentaries, news articles, etc.) to analyze his/her actions, not just their reputation.
2. Briefly explain the behavioral approach, defining its two main dimensions: initiating structure (task-oriented behaviors) and consideration (people-oriented behaviors), then evaluate the balance between the leader's task-and people-oriented behaviors. Is one dimension heavily favored over the other?
3. Analyze the outcomes of these behaviors. Do the leader's actions lead to high team productivity, employee satisfaction, or both?
4. Discuss the limitations of the behavioral approach in this specific case. Did the situation require the leader to emphasize one type of behavior over another? How do the followers' characteristics or the organizational culture affect the leader's effectiveness?
5. Based on your audit, list any recommendations for this leader, (i.e. what specific behavioral adjustments would you suggest improving their effectiveness?)

Type this up in an APA formatted Word Document. List the question, then answer the question based on your research. You **MUST** cite any information that did not come directly from your brain. If you have an assertion, you must find a source to back up that assertion. There is no word count. You will be graded on following directions, the quality of your answers, and your understanding of the material. **Due Monday at noon.** (See instructions above.)

WEEK THREE

Topic: Situational Approach, Path-Goal Theory, & Leader-Member Exchange Theory

Reading: Northouse Chapters 5-7

Case Study: Complete Case Studies questions 5.2, 5.3, & 6.1, 6.2 in a Word Document, APA formatted. Must include additional research in your answers. **Due Sunday by midnight.**

Discussion: Complete the Leadership Instruments (right after the case study in Chapter 5 & 6) then answer the questions inside the discussion forum. Your initial post must be done Friday by midnight. Your responses to at least three people must be done by **Monday at noon.**

Project: Relational Audit of a Fictional Team

The project shifts the focus from a single leader to the dynamics of the group as a whole. It requires you to analyze how relationships are formed, maintained, and how they impact team

outcomes in a non-real-world context where the "data" is readily available for deep analysis. Be sure to focus on *Leader-Member Exchange Theory*. Your choices for this project are:

- The Office
- Star Trek
- The Avengers
- The West Wing
- Community
- Parks & Recreation
- Band of Brothers

Remember, you are focusing on the dynamics of the group in reference to the leadership. Look specifically for the Leader-Member Exchange. Write up your Audit in an APA formatted Word document and submit by **Monday at noon**. (See instructions above.)

WEEK FOUR

Topic: Transformative, Authentic, & Servant Leadership

Reading: Northouse Chapters 8-10

Case Study: Complete Case Studies questions 8.2, 9.1, & 10.1 in a Word Document, APA formatted. Must include additional research in your answers. **Due Sunday by midnight.**

Discussion: Discuss how Jesus was a servant leader. Use biblical backing for your answer. Your initial post must be done Friday by midnight. Your responses to at least three people must be done by **Monday at noon**.

Project: Workshop

Your fictitious Christian company is struggling with the leadership team. You have been tasked with creating a three-hour workshop on the leadership styles we learned about this week in an effort to create a better company. Give the company a name and product. Write out a plan for the workshop, with times included and events included. Don't forget breaks. This is a WRITTEN assignment; you will not be presenting it. This is due **Monday by noon**. (See instructions above.)

WEEK FIVE

Topic: Adaptive Leadership, Team Leadership & Followership

Reading: Northouse Chapters 11-13

Case Study: Complete Case Studies questions 11.2, 12.1, & 13.1 in a Word Document, APA formatted. Must include additional research in your answers. **Due Sunday by midnight.**

Discussion: Complete the Leadership Instruments (right after the case study in each chapter) then answer the questions inside the discussion forum. Your initial post must be done Friday by midnight. Your responses to at least three people must be done by **Monday at noon.**

Project: Argumentative Essay

Create an argumentative essay on the reading this week. You can focus on one of them or all three, but it must contain a strong, provable argument. You will engage with the research, including a minimum of five quality additional sources that is synthesized into your essay. It should be a minimum of 2,000 words. It must be written in third-person, intellectual, academic tone. Consider that you are sitting in a room full of scholars. You are one of those scholars making an argument. It should be persuasive and well backed. Do NOT make any assertions without backing. It doesn't matter if you know it to be true, you must find someone who agrees with your research. This should be APA. Due by **Monday at noon.**

WEEK SIX

Topic: Adaptive Leadership, Team Leadership & Followership

Reading: Northouse Chapters 14-15, & 17

Case Study: Complete Case Studies questions 14.1, 15.1, & 16.1 in a Word Document, APA formatted. Must include additional research in your answers. **Due Sunday by midnight.**

Discussion: Complete the Leadership Instruments (right after the case study in each chapter) then answer the questions inside the discussion forum. Your initial post must be done Friday by midnight. Your responses to at least three people must be done by **Monday at noon.**

Project: None. Start your reading for next week, Maxwell.

WEEK SEVEN

Topic: Laws of Leadership

Reading: Maxwell—*The 21 Laws of Leadership*

Case Study: None

Discussion: Answer the questions inside the discussion forum. Your initial post must be done Friday by midnight. Your responses to at least three people must be done by **Monday at noon**.

Project: Choose a historical or contemporary leader and analyze his/her career through the lens of Maxwell's laws. This is an analysis paper (approx. 7 pages). Note: *This cannot be a leader that you've written on before*. For this paper, you should mostly cite Maxwell, but make sure you are citing other sources that go with your analysis.

WEEK EIGHT

Project: "My Leadership Philosophy" Portfolio: You will create a portfolio that demonstrates your understanding of leadership by integrating both theoretical and practical knowledge.

- **In ONE Word document, Include:**

- **A "Self-Assessment":** Write a self-assessment reflection on your leadership style and why you think that is your leadership style (giving concrete examples). Though this is written in first person, it should include citation and have an intellectual, formal tone. (You can do a self-assessment based on Northouse's models, e.g., the Leadership Trait Questionnaire from the book, if that helps). *This should be a minimum of 3 pages.*
- **An "Action Plan":** Choose 3-5 of Maxwell's laws that you most need to develop and create a concrete action plan for improvement. Again, use citation. *This should be a minimum of 3 pages.*
- **A "Final Reflection Paper":** A final paper that reflects on the entire course. It would answer questions like:
 - What is my personal *definition* of leadership now that I've studied both Northouse and Maxwell?
 - How do the theoretical models from Northouse inform the practical advice from Maxwell?
 - How have my own leadership skills and philosophy evolved throughout this course?
 - Which author's work resonated with me more, and why?

This should be a minimum of 4 pages.

Your entire PORTFOLIO (minimum 10 pages, plus references) should be in ONE Word document, APA formatted. This MUST be loaded to Blackboard by Saturday at midnight. No late papers will be accepted.

