Syllabus for ITM 705: Leading the IT Function

Prerequisites

None

Instructor Contact Information

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Office Hours: Available upon email request

Find more detailed information about your instructor in the "Meet the Instructor and Introductions" discussion.

Course Description

Focusing on the application of management and leadership theories, students will explore their own personal assets and liabilities to become an effective leader and change agent in a complex adaptive system. Students will be introduced to strategic planning processes, as well as IT governance and ethical considerations.

Course Learning Objectives

Upon completion of the course, you will be able to do the following:

1. Understand the historical and current leadership theories in a personal, local, and global context related to IT management.
2. Identify their own personal leadership identities and how that shapes IT leadership and followership.
3. Assess how ethics, morals, and values relate to their leadership dilemmas.
4. Demonstrate effective communication skills in an IT context with an emphasis on the written communications.

Course Alignment with Program Outcomes

This course addresses the following competencies and program outcomes of the Master of Science in Information Technology Management:

- Competency A: Lead and manage technology functions, projects, budgets, and personnel.
  - Program Outcome 2: Demonstrate effective organizational leadership skills. (Assess)
- Competency C: Manage security and compliance, accounting for governance, and ethical implications.
  - Program Outcome 7: Address ethical issues associated with information technology.
  - Program Outcome 9: Implement IT governance goals of leadership.

Course Materials

Required Textbook

Northouse, P. (2024). *Introduction to leadership: Concepts and practice* (6th ed.). Sage. ISBN-13: 978-1071884928

Course Activities and Assessments

A variety of journal entries, self-assessments, essays, and portfolios are used to assess your learning in this course. You will also participate in discussions to share, evaluate, and reflect on what you have learned in the course.

Most assignments have a rubric. Rubrics attached to an assignment may be tricky to locate, so consult the Canvas Quick Guide in the "Course Information" module for more information on how to do so.

Course Outline

The course is organized into the following modules:

1. Leadership in Context
2. Leadership Traits
3. Engaging Strengths
4. Leadership Philosophy and Styles
5. Tasks and Relationships
6. Developing Leadership Skills
7. Creating a Vision
8. Working with Groups
9. Embracing Diversity and Inclusion
10. Handling Conflict
11. Ethics in Leadership
12. Exploring Destructive Leadership

Course Assignments

Discussion Forums

This is an online, asynchronous course. As such, participation in the online discussion forums demonstrates your engagement and attendance. The purpose of a group discussion is to practice critical thinking and communication in the subject/discipline; evaluate positions, arguments, or designs; defend your own position; identify problems, conflicts, and inconsistencies; get feedback from peers; and draw on others' expertise and prior knowledge. You are expected to do weekly assigned reading in the textbook and watch/read the learning resources listed in the module before entering the discussions.

1. Discussion prompts are posted in each module. Discussion posts should be made throughout the module (not posted all in one day, only at the beginning, or only on the last day of the module). Initial posts should be posted by 11:59 pm (CST) on Thursdays. Reply posts should be posted by 11:59 pm (CST) on Sundays.
2. When responding to a classmate, it is not acceptable to simply say "I agree" or "I disagree." Instead, your reply should contain personal experiences or reference research. Responses that do not meet that criterion will not count toward your two weekly minimum required posts.
3. **Discussion Kindness:** Although you may be tempted to respond to everything you see, please be respectful of other students' time and do not "over-post" on

the boards. Remember, we are all working and balancing our lives, and this class is an added activity. In addition, please be respectful when responding to or originating posts. It is fine to disagree; however, please do so in an appropriate manner.

Self-Assessment Essay

Utilizing the assessment tools provided in the Northouse textbook, you will provide an honest assessment of your current strengths and weaknesses as a leader. This essay should address each strength or weakness, including examples applicable in an IT environment. The goal is to identify which traits you believe you can improve upon and an action plan describing where and how you will improve upon the identified traits.

Leadership Journal

Throughout the course, you are expected to maintain a leadership journal. This should include your personal leadership moments or leadership experiences you encounter (good or bad). Journal entries are used as tools for reflection. By consciously thinking about and comparing issues, life experiences, and course readings, you are better able to understand links between theory and practice and generate justifiable, well-supported opinions. Try to connect the reading material with ideas, concerns, or experiences you have had outside the course.

IT Manager Leadership Interview

The interview is designed to measure your learning against all four of the course learning outcomes. By curating a relevant list of questions related to leadership topics, you will demonstrate how leadership theory is put into practice with someone currently in an IT leadership position. Additionally, by sharing your interview and reflecting on your peers' interviews, you are better able to identify leadership themes from those already working in the IT industry. Finally, this is an opportunity for you to dig deeper into how your personal strengths and opportunities for improvement may compare with those of another IT leader who is outside your current work culture. Do your skills and talents transfer? Are there themes as to what challenges IT leaders face, and are you prepared to meet those challenges?

Leadership Portfolio

When thinking about leadership, it is worthwhile to assess what you learned from your past experiences and how you changed over time. One way you will assess and organize your leadership evolution is by assembling a leadership portfolio. In general, a portfolio is a collection of artifacts (documents, objects, works, reflections, and products) that provide a tangible record of your growth, change, learning, progress, and

achievements throughout the semester. This record of growth should be relatively simple to achieve by sifting through your discussion responses, peer reviews, leadership journal entries, and self-assessment reflection papers. The portfolio should demonstrate what you have learned, where you are now in your personal and professional leadership development, and where you want to be in the future. Keep in mind that this portfolio could (and should) progress with you throughout your IT management degree. In general, leadership and IT management skills will evolve throughout your coursework.

The portfolio allows you to document your growth as a manager over a period of time with tangible examples. It requires examples or evidence of your leadership practice and growth throughout the course and will include these sections:

1. Meaningful Insights
2. Leadership Philosophy
3. Self-Assessment
4. Strength(s) Assessment
5. Weaknesses/Obstacles/Opportunities
6. Career Progression Plan
7. Supplementary Materials

Artificial Intelligence (AI) Policy

AI will increasingly shape the technology landscape—and effective leaders must know how to use it responsibly. In this course, AI may enhance learning, improve productivity, and support strategic thinking. However, everyone will benefit from your full engagement: your insights, your questions, and your lived experiences as you wrestle with the complexities that often come with management.

Acceptable Use of AI

AI tools (e.g., ChatGPT, GitHub Copilot, Grammarly, etc.) may be used with transparency and your best judgment to support—but not substitute—your work. If you use AI to support your work, you must clearly disclose how and where it was used (in fact, this may even help others see how AI has benefited you in your output). A short note at the end of an assignment or presentation slide is sufficient, (see my example below), or refer to this citation guide for more detailed instructions.

Appropriate uses include:

- Brainstorming ideas, approaches, or frameworks
- Exploring alternative perspectives or solutions
- Refining technical writing, formatting, or grammar

In all cases, you are expected to understand, evaluate, and take ownership of the output generated with AI. You should be able to explain your reasoning, defend your conclusions, and demonstrate original thought.

Unacceptable Use of AI

The following uses of AI are not permitted in this course:

- Submitting AI-generated content without proper disclosure
- Using AI to produce written assignments, discussion content, or journal entries in place of your own analysis
- Fabricating sources, citations, or data using AI

Questions about the AI Policy

This is a living policy. If you are unsure whether a certain use of AI is appropriate, please email the instructor to discuss your question or concern. Additionally, any use of AI tools other than where/how indicated is a violation of course expectations and is subject to the university's [academic misconduct policy](#).

AI Reference: *AI (ChatGPT) was used to brainstorm initial talking points for this AI policy. Its final composition, structure, and examples are my own. *

Grading

Assignments	Points
Leadership Journal Entries (11 x 12 points)	132
Discussions (14 x 15 points)	210
Self-Assessment Essay (1 x 50 points)	50
IT Manager Leadership Interview (1 x 50 points)	50
Leadership Portfolio (1 x 150 points)	150
Total	**592**

Letter Grade	Percentage
A	100 – 90%
A-	< 90 – 85%
B+	< 85 – 80%
B	< 80 – 75%
B-	< 75 – 70%
C+	< 70 – 65%
C	< 65 – 60%
C-	< 60 – 55%
F	< 55 – 50%
I	< 50 – 0%