

**George Mason University**  
**College of Education and Human Development**  
**Educational Leadership**  
**EDLE 636 602 Adult Motivation and Conflict Management in Education Settings:**  
**A Case Study Approach**  
**Summer 2016**

**INSTRUCTOR**                      Dr. John Banbury  
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(Office hours by appointment)

**MEETING TIMES:**              4:30 – 7:30

**LOCATION:**                      Holmes Middle School

**TEXTBOOKS**

**Required:**

Kosmoski, Georgia and Pollack, Dennis. *Managing Difficult, Frustrating, and Hostile Conversations.*

Whitaker, Todd. *What Great Principals Do Differently.*

Cullen, Dave. *Columbine.*

Pink, Daniel. *Drive.*

Other readings as required

**SUPPLEMENTAL READINGS ON MOTIVATIONAL THEORY**

**Set one:**

Csikszentmihalyi, Mihaly. *Flow.*

Dweck, Carol. *Mindset: The New Psychology of Success.*

Gardner, Csikszentmihalyi, and Damon. *Good Work.*

Halberstam, David. *The Amateurs.*

Pressfield, Steven. *The War of Art.*

**Set two:**

Carse, James. *Finite and Infinite Games.*

Deci, Edward. *Why We Do What We Do.*

Parker, John. *Once a Runner.*

Semler, Ricardo. *Maverick.*

Colvin, Geoff. *Talent is Overrated.*

**COURSE DESCRIPTION**

Uses case studies learning approach and simulations to examine conflict mediation and resolution skills and safety and security issues. Focuses on character and ethics education

in schools, coaching and mentoring, and adult motivation to support positive behaviors in work settings.

### **CANDIDATE OUTCOMES**

Participants will:

1. Using the case study method, demonstrate an understanding of current theories of learning and motivation with a focus on adults in educational settings.
2. Identify activities that promote ethics and character education.
3. Identify issues and strategies relating to coaching and mentoring as an important aspect of leadership development.
4. Identify and demonstrate an awareness of a variety of strategies to improve adult behavior in the educational setting.
5. Using case studies and/or simulations, use a variety of strategies, including effective consensus-building and negotiation skills to reduce conflict among students and staff, to improve school safety and security, and build an inclusive and respectful school environment that promotes a culture of high performance expectations.
6. Identify issues regarding contemporary intellectual movements and their impact on school contexts (e.g. feminism, post structuralism).

### **RELATIONSHIP TO PROGRAM GOALS AND PROFESSIONAL ORGANIZATION**

This course is one of two culminating courses in the Education Leadership Masters degree program. A case study approach examines ways to manage positive and negative adult behavior in educational settings. Students apply concepts taught throughout the program. Masters program to solve real-life problems in educational setting and have opportunities to demonstrate critical thinking and the knowledge, skills, and dispositions of aspiring administrators

In relationship to professional organization competencies, participants in this course will demonstrate proficiency in appropriate ISLLC/Endorsement Competencies. With regard to NCATE Curriculum Guidelines, students in this course will demonstrate an understanding of, and capabilities in, all four areas of education leadership: strategic leadership, instructional leadership, organizational leadership, and political and community leadership. The specific standards are listed below.

VA DOE: 1a, 2d, 3b, 3c, 5b, 6a.

ISLLC: 1-K1, 1-K5, 1-K6, 2-K2, 2-K3, 2-K8, 2-P1, 2-P2, 2-P7, 2-P8, 2-P9, 2-P10, 3-K3, 3-K4, 3-P5, 3-P15, 3-P16, 3-P20, 4-P5, 5-K2, 5-K4, 5-P2, 5-P8, 5-P13, 6-K2, 6-K5.

NCATE: Strategic Leadership (1.2); Instructional Leadership (5.3); Organizational Leadership (7.2, 7.5); Political and Community Leadership (11.6)

### **NATURE OF COURSE DELIVERY**

A variety of instructional methods are used in this course to cover the course content and create a dynamic, interactive learning environment. These methods include large- and small-group instructions, cooperative learning activities, media, Internet assignments,

lectures, guest practitioners, group presentations, individual research, case studies, and simulations.

## **COURSE REQUIREMENTS**

Access to a computer, the Internet, and GMU email are essential for this course. Candidates will be given access to Blackboard (blackboard.gmu.edu) for communication and resource purposes and are expected to competently use standard computer office tools, such as word processing, spreadsheets, database, and presentation software.

Candidates are expected to attend each class for its entirety. Candidates who must be absent from class are expected to notify the instructor in advance by telephone or email. Candidates who miss more than one class, or who arrive late or leave early, will lose participation points.

Assignments are to be completed by the due date outlined. Assignments submitted late will have points deducted. Assignments submitted more than one week late will not receive credit. All written assignments prepared outside of class are to be completed using standard word processing or presentation tools and will be submitted electronically as an email attachment.

## **George Mason University Policies and Resources for Students**

- Academic integrity (honor code, plagiarism) – Students must adhere to guidelines of the George Mason University Honor Code [See <http://oai.gmu.edu/honor-code/>].
- Mason Email – Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, division, and program will be sent to students solely through their Mason email account. Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>].
- Counseling and Psychological Services – The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops, and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].
- Office of Disability Services – Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor in writing at the beginning of the semester <http://ods.gmu.edu/>].

- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- The Writing Center (Optional Resource) – The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
- University Libraries (Optional Resource) – The George Mason University Libraries provide numerous services, research tools, and help with using the library resources [See <http://library.gmu.edu/>].

**Core Values Commitment: The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles**

**The Graduate School of Education (GSE) expects that all students abide by the following: Students are expected to exhibit professional behavior and dispositions. See [gse.gmu.edu](http://gse.gmu.edu) for a listing of these dispositions.**

Students must follow the guidelines of the University Honor Code. See [http://www.gmu.edu/catalog/apolicies/#TOC\\_H12](http://www.gmu.edu/catalog/apolicies/#TOC_H12) for the full honor code.

Students must agree to abide by the university policy for Responsible Use of Computing. See <http://mail.gmu.edu> and click on Responsible Use of Computing at the bottom of the screen.

Students with disabilities who seek accommodations in a course must be registered with the GMU Disability Resource Center (DRC) and inform the instructor, in writing, at the beginning of the semester. See [www.gmu.edu/student/drc](http://www.gmu.edu/student/drc) or call 703-993-2474 to access the DRC.

## **Grading**

### Grading Scale

A+ = 100 percent  
 A = 95 - 99 percent  
 A - = 90 - 94 percent  
 B+ = 87 - 89 percent  
 B = 83 - 86 percent  
 B - = 80 - 82 percent  
 C = 75 - 79 percent  
 F = 0 - 74 percent

Consistent with expectations of a master's level course in the Educational Leadership program, grading is based on student performance on written assignments, as well as on participation in various class activities, not on the effort you put into the assignments. The assignments constructed for this course reflect a mix of skills associated with the application of leadership and organizational theory to educational contexts. Overall, written work will be assessed using the following broad criteria:

- Application of concepts reflected in class discussion and readings;
- Creativity and imagination;
- Organization and writing. A clear, concise, and well-organized paper will earn a better grade. Papers should be prepared using the format specified in the *Publication Manual of the American Psychological Association : Fifth Edition*.

Students' grades are based on their proficiency with respect to the student outcomes stated above. Below are the basic percentages for the various kinds of work required for the class, but students should always bear in mind that grading is primarily a judgment about your performance. Grades are designed to indicate your success in completing the course, not the level of effort you put into it. The overall weights of the various performances are as follows:

### **Class participation - 20 points**

Participation is evident in three ways:

1) Attendance: Students are expected to actively participate in class discussions, in group activities, and in serving as critical friends to other students. Students are expected to attend every class for its entirety. Emergencies sometimes arise, however. If you need to be absent from class, you are expected to notify me in advance by telephone or e-mail. If you miss more than one class, you will lose participation points. If you come to class more than 30 minutes late or leave more than 30 minutes early, you will lose participation points. If you are absent for an oral activity or presentation, you will not receive credit for that activity.

2) Learning activities and reflection: An important component of any leader's learning involves balancing action and reflection. As such, we will engage in a variety of learning activities in class, including exercises, debates, oral presentations, and analyses of cases. You will be responsible for leading the discussion of one case from Kowalski.

### **Written assignments - 80 points**

For this class, you will be asked to do a variety of written work. Papers are due as indicated on the class schedule that follows. Descriptions of the assignments follow.

## ASSIGNMENTS

### Presentation of Motivational Theory/Theorist – 20 points

In groups of three each class member will prepare a 20 minute lesson for the class on one of the following topics. The lesson should include factual information presented in as creative a manner as possible. You should prepare handouts for the class, visuals for your presentation and some assessment activity.

Topics:

- Herzberg & Porter – Need Theories
- Goal Theories of Motivation
- Self-Determination Theories
- Expectancy Theory
- Kegan’s Ways of Knowing
- Job Characteristics Model (JCM)
- Motivation and Culture

### Presentation of Motivational Theory/Theorist Rubric

Element	Below Expecations	Approaching Expectaions	Meets Expectations
Knowledge/Information (50 percent)	The information was incorrect, very incomplete or not well organized.	The information was correct, fairly complete and well organized.	The information was complete, correct, well organized and presented in a creative and interesting manner.
Handouts/ Visuals (10 percent)	Handouts and visuals were not provided and/or those that were provided were incorrect and/or poorly prepared.	Appropriate handouts and visuals were provided.	The handouts and visuals were clear, creative and added significantly to understanding of the presentation.
Communication skills (20 percent)	Adequate communication skills were not demonstrated.	Adequate communication skills were demonstrated	Outstanding communication skills were demonstrated.
Enthusiasm/ Energy (10 percent)	Little/no enthusiasm and/or energy was evident in the presentation	Some enthusiasm and/or energy was evident n the presentation	A high level of energy and enthusiasm was evident throughout the presentation.
Class Involvement (10 percent)	Classmates were not involved in the presentation and/or showed no interest	Classmates were somewhat involved in the presentation and/or showed a moderate level of interest	Classmates were involved in the presentation and showed a high level of interest.

### Assessing Your Emotionally Intelligent Leadership Skills (20 points)

Make at least four copies of the assessment instrument which will be distributed in class. Take the assessment your self and ask at least 3 colleagues to assess you as well. Plot

your responses and your colleague's responses on the scoring grid-also in the course materials section of Blackboard. Use different colors to plot each set of responses.

Write a reflection on the areas of strengths and areas of weakness that you perceive. Compare this to the areas as identified by your colleagues-what insight does this give you. Finally, identify the areas you want to work to improve and explain why you selected these areas. Also, indicate what activities you will undertake to improve in those areas. (2 – 4 pages should be plenty)

EI Leadership Skills Assessment Rubric

Element	Below Expectations	Approaching Expectations	Meets Expectations
Response Grid (15 percent)	Grid was not completed or was not clear.	Grid was completed and is clear.	Grid was completed in a colorful and easily read manner.
Self-assessment of areas of strength and weakness (25 percent)	Areas of strength and weakness are not clearly identified.	Most areas of strengths and weaknesses are identified and discussed.	All components are identified as areas of relative strengths and weaknesses and are briefly discussed,
Comparison with colleagues assessment (15 percent)	The comparison to colleague's assessments is missing or incomplete.	The comparison deals with most areas.	The comparison with colleague's assessments is complete.
Insight gained from this comparison. (25 percent)	The paper identifies little or no insight gained from this comparison.	The paper shows some insight gained from this comparison.	The paper shows significant insight and growth from this comparison.
Plan for skills improvement (15 percent)	The plan for improvement is missing or superficial	The plan for improvement is fairly complete.	The plan for improvement is complete and provides specific examples or details.
Mechanics (such as spelling, grammar, punctuation) (5 percent)	There are more than three mechanical errors.	There are no mechanical errors	There are no mechanical errors

Personal Motivation Paper (15 points)

Class members will write a paper on the topic "What Motivates Me?" This paper should trace the origins of personal motivation, describe the people who have had major influence in shaping that motivation, how it has been sustained over time and how it relates to the theories we have discussed and read about.

Presentation- Each class member will present his/her primary motivators to the class in as creative a way as possible.

Rubric for the Personal Motivation Paper and presentation

Element	Below Expectations	Approaching Expectations	Meets Expectations
History of personal motivation (20 percent)	The history of personal motivation lacks depth. The people involved are not described or listed.	The history of personal motivation is comprehensive and includes descriptions of the roles of people who had major impact.	The history includes additional information such as timelines, pictures or other artifacts.
How motivation has been sustained over time (20 percent)	Little or no explanation is given for how motivation has been sustained.	A comprehensive description of how motivation has been sustained over time is included.	The comprehensive explanation of how motivation has been sustained over time includes a visual, metaphor, poem, song etc.
How motivation relates to theory (15 percent)	There is little reference to motivation theory.	References are made to at least two theories or authors.	References are made to more than two theories or authors.
Mechanics (such as spelling, grammar, punctuation) 10 percent	There are more than three mechanical errors.	There are no more than 3 mechanical errors.	There are no mechanical errors
Presentation is creative/innovative (15 percent)	The presentation included no creative elements.	The presentation conveyed the message using at least one creative element.	The presentation included several creative elements.
Presentation is easily heard, visuals are clear, accurate, and easy to read (20 percent)	The presentation was hard to hear and/or visuals were hard to read.	The presentation was easy to hear and visuals were clear, accurate and easy to read	The sound and /or visuals were enhanced so as to add impact to the presentation.

Individual Case Studies (15 Points)

You are to write up one case study related to real life problems related to dealing with difficult adult behavior. You will not reveal the identity of the people involved. The case should be based on an interview with an administrator in education.

Each case study must include at least the following elements. Others may be included if they add to the reader’s understanding of the case.

- Setting
- People Involved



The Incident

Issue-

History

Influences

Considerations

Outcome(s)

Your reflections on the case- including alternatives you might have considered and what this case added to your knowledge of conflict resolution. You should also include any definitions or policies which are related to the case.

Rubric for Individual Case Study Assignment

Element	Below Expectations	Approaching Expectations	Meets Expectations
Historical information, including the setting, individuals involved and the incident itself are included (20 percent)	One or more aspect of historical background is either missing or not adequately described.	All historical information is included in enough detail to allow for a clear understanding of the incident.	Historical information is given in great detail, including visuals, transcripts of conversations or other forms of documentation.
Outside influences, considerations, policies and definitions impacting the outcome are included. (20 percent)	One or more major outside influences, considerations, policies and definitions impacting the outcome are either missing or not adequately described.	All outside influences, considerations, policies and definitions impacting the outcome are included in enough detail for a clear understanding of the incident	The impact of the outside influences, considerations, policies and definitions on the outcome of the incident are clearly identified.
Outcome(s) and consequences of the outcome(s) of the incident are included. (20 percent)	The outcome of the incident is omitted or unclear and/or significant consequences of the outcome are omitted.	Outcome(s) and consequences of the outcome(s) of the incident are included and are detailed enough for a clear understanding of the incident.	Outcome(s) and consequences of the outcome(s) of the incident are included and show unusual insight
Reflections on the incident and outcome are included. (30 percent)	There is little, if any, meaningful reflection on the incident and outcome.	Meaningful reflections on the incident and its outcomes are included.	The reflections included are meaningful and show unusual insight.
Mechanics (such as spelling, grammar, punctuation) (10 percent)	There are more than three mechanical errors.	There are no mechanical errors	There are no mechanical errors

Additional Sources

Charvet, Shelle Rose, *Words That Change Minds: Mastering the Language of Influence*. Kendall Hunt Publishing, 1997

Ginsberg and Wlodkowski, *Creating Highly Motivating Classrooms for All Students*. Jossey-Bass. 2000.

Hogan, Kevin, *The Psychology of Persuasion: How to persuade others to your way of thinking*. Pelican Publishing. 1996.

Nothstine, William, *Influencing Others: A Handbook of Persuasive Strategies*. CrispLearning.com. 1989.

Pintrich and Schunk, *Motivation in Education: Theory, Research and Applications*. Merrill, Prentice Hall. 2002.

Sharp, W.L, et al, *Case Studies for School Leaders: Implementing the ISLLC Standards*. Scarecrow Press, 2002.

Stake, Robert, *The Art of Case Study Research*. Sage Publications. 1995.

## **Proposed Course Schedule**

- 6/15 Introduction to Course  
Read Whitaker 1- 10 and Pink
- 6/20 What Great Principals Do Differently  
Chapters 1 – 10  
Read Whitaker 11-20
- 6/22 What do Great Principals Do Differently  
Chapters 11 – 20  
Read Kosmoski
- 6/27 Kosmoski Chapters 1-3  
Personal Motivation Presentations
- 6/29 Drive Socratic Seminar  
Personal Motivation Presentation  
Read Columbine
- 7/4 No Formal Class Meeting  
We will have an electronic class session on Motivational Theory  
(This will be our class meeting for the July 4<sup>th</sup> Holiday)
- 7/6 Motivational Theory  
Group Presentation Planning  
Read Columbine and/or Motivational Reading #1
- 7/11 Herzberg and Porter – Need Theory  
Kegan’s Ways of Knowledge  
Job Characteristic Model  
Expectancy Theory  
Read Kosmoski
- 7/13 Emotional Intelligent Theory  
Self-Determination Theories  
Goal Theories of Motivation  
Read Motivational Reading #1 and finish Columbine
- 7/18 Kosmoski Chapters 4-8

- 7/20 Emotional Intelligence Leadership Papers Due  
Motivation Theory Reading Jig Saw  
Read Kosmoski
- 7/25 Columbine Socratic Seminar  
Kosmoski 9-12
- 7/27 Course Wrap-up  
Individual Case Study Due