



LINCOLN UNIVERSITY

Course No. BA 324
Course Title: LEADERSHIP DEVELOPMENT
Instructor: Allan Samson Class Hours: Three (M & W, 6:30 – 9:15 PM)
Credit: 3 units = 45 lecture hours Office Hours: M & W at 3 PM or by appointment
Semester: Fall 2015 Phone: (415) 391-4949
Contact: Allan Samson Email: allan.samson@sbcglobal.net

Textbooks:

**Leadership, 6th edition (2008) by Hughes, Ginnett & Curphy: McGraw-Hill Irwin.
ISBN 978-0-07-340504-9**

Numerous articles from Harvard Business Review and Other Sources

Course Description:

The course provides a comprehensive survey of the major theories and research on leadership and managerial effectiveness in organizations with practical suggestions for improving leadership skills. The nature and attributes of leadership are investigated through articles and case studies, biographies, and class presentations. Topics include differences between leadership and management, as well as identifying traits and abilities which have distinguished effective from ineffective leaders.

Learning Objectives:

SO YOU WANT TO BE A LEADER!!!!

WERE YOU BORN WITH LEADERSHIP POTENTIAL?

CAN YOU LEARN LEADERSHIP SKILLS?

**ARE THERE METHODS YOU CAN LEARN IN THE REAL WORLD OF BUSINESS
THAT WILL HELP YOU BE A LEADER?**

**ARE YOU A FUTURE CEO? A FUTURE MANAGER? A FUTURE CLERK? A
FUTURE SPECIALIST?**

**MAYBE THIS COURSE CAN HELP YOU. MAYBE NOT. BUT YOU CAN HAVE FUN
LEARNING**

Methodology:

Students are expected to read the assigned chapter and articles and case studies before each class. Case studies and hypothetical problems will comprise a part of each class session. Students will consider the case studies individually and in teams. Many of the case studies and articles will be available by downloading from their computers.

Case studies and articles will be sent to the students' e-mail addresses several days before class. Hard copies of some cases will be provided a week before.

There will be class discussions and group presentations by students on the case studies and articles. This will be a feature of almost every class.

Project:

Case study problems will be assigned to students on an individual basis and on a group basis. Answers will be turned in and graded.

There will be a final project on a topic to be decided by the students and the professor. The projects will be presented by teams on the last day of class. The project paper will be submitted before the end of the semester. The project will comprise approximately 15 per cent of the final grade.

Students' work is expected to be original.

Testing:

There will be one mid-term examination and one final examination. Both will be essay examinations. Homework assignments will be turned in. Questions on ethical case studies will be given and answered in class.

Grading:

Grading will be based on the following criteria:

Mid-term	: 30 per cent
Final Examination	: 40 per cent
Class Attendance and Homework	: 10 per cent
Case Studies Analysis	: 20 per cent

Grading Standard

100-95	A	76-74	C
94-90	A-	73-70	C-
89-87	B+	69-67	D+
86-84	B	66-60	D
83-80	B-	Below 60	F
79-77	C+		

Classroom Protocol:

Courtesy is expected. This includes no cell phone usage. Excessive talking will be punished by immediate beheading.

Course Calendar and Assignments:

The assigned material for each date should be read before the class with the exception of the first class. Class participation in discussing the material and case studies and hypothetical questions is expected.

<u>Date</u>	<u>Assignments</u>
August 24:	Introduction
August 26:	Hughes, Ginnett, Curphy: <u>Leadership</u> : 6 th ed., “Power and Influence (chapter 5) and “Leadership and Values” (chapter 6)
Aug. 31:	Hughes, Ginnett, Curphy: <u>Leadership</u> : 6 th ed., “Leadership Traits” (chapter 7)
	<u>Vision</u> :
Jan. 2009	Kouzes & Posner: “To Lead, Create a Shared Vision”: HBR,
	Kouzes & Posner: “Shared Vision” HBR: July 2009
	Kouzes & Posner: “Exemplary Vision” “Five Best Practices”: HBR: July 2009
Sept.-Oct. 1996	Collins & Porras: “Building Your Company’s Vision”: HBR:
	Relevant video
Sept. 2:	<u>On Leadership</u>
May-June 1977	Zaleznik: “Managers and Leaders: Are They Different?”. HBR:
	Kotter: “What Leaders Really Do”: HBR: May-June 1990
2004	Drucker: “What Makes an Effective Executive”: HBR: June
	Heifetz & Laurie: “The Work of Leadership”; HBR; Dec. 2001
	Schoemaker, Krupp & Howland: “Strategic Leadership: the Essential Skills: HBR: Jan.-Feb., 2012
Sept. 7	No Class

Sept. 9: On Leadership

Bennis & Thomas: “Crucibles of Leadership”: HBR: Sept. 2002

Collins: “Level 5 Leadership”: HBR: January 2001

George, Sims, McLean & Mayer: “Discovering Your Authentic Leadership”: HBR: Feb. 2007

Ancona, Malone & Orlikowski: “In Praise of the Incomplete Leader”: HBR: Feb. 2007

Goffee & Jones: “Why Should Anyone be Led by You?”: HBR: Sept. 2000

Sept. 14: Styles of leadership

Goleman: “Leadership that Gets Results”: HBR: March-April 2000

Foot, Eisenstat & Fredberg: “The Higher Ambition Leader”: HBR: Sept. 2001

Spreir, Fontaine & Malloy: “Leadership Run Amok”: HBR: June 2006

Nonaka & Takeuchi: “The Wise Leader”: HBR: May 2011

Quinn: “Moments of Greatness”: HBR: July-Aug. 2005

Sept. 16: Mid-Term

Sept. 21: Entrepreneurs and Start-Ups

Isaacson: “The Real Leadership Lessons of Steve Jobs”: HBR: April 2012

Bhide: “Bootstrap Finance: the Art of Start-ups”: Nov.-Dec. 1992

Habibiy and Coyle: “The High Intensity Entrepreneur”: HBR: Sept. 2012

Case: "Identifying Venture Opportunities"; Stanford Graduate School of Business, Case E-323, Nov. 2008

Relevant video

Sept. 23: Styles of Leadership

Buckingham: "What Great Managers Do": HBR: March 2005

Ready, Conger & Hill; "Are You a High Potential?" HBR: June 2010

Goffee & Jones: "Leading Clever People": HBR: March 2007

Amabile & Khaira: "Creativity in the Role of the Leader": HBR: Oct. 2008

Khurana: "The Curse of the Superstar CEO": HBR: Sept. 2002

Sept. 28: The Leadership Process

Kirby & Kirby: "Leadership in the Age of Transparency": HBR: April 2010

Montgomery: "Putting Leadership Back into Strategy": HBR: Jan. 2008

Garvin & Roberto: "What You Don't Know about Making Decisions"; HBR: Sept. 2001

Watkins: "Picking the Right Transition Strategy" HBR: Jan. 2009

Sutton: "The Weird Rules of Creativity"; HBR: Sept. 2001

Sept. 30: The Leadership Process

Heifetz, Gresham & Linsky: Leadership in a (Permanent) Crisis: HBR: May 2009

Lafley: "What Only the CEO Can Do"; HBR: May 2009

Kantor: "How Great Companies Think Differently": HBR: Nov. 2011

Sonnenfeld, Kusun & Walton: "What CEOs Really Think of Their Boards": HBR: April 2013.

George, Sims, McLean & Mayer: "Discovering Your Authentic Leadership": HBR: February 2010

Oct. 5: Leadership in International Business

Cappelini, Singh, Singh & Useem: "Leadership from India"; HBR: March 2010

Branze: "Tata: Leadership with Trust": Richard Ivey School of Business Case No. 910M25

Trimble: "Hindustan Lever (Abridged)": Tuck School of Business Case Study No. 2-0011A

Ghemaw: "Developing Global Leaders"; McKinsey Quarterly: June 2012

Isenberg: "The Global Entrepreneur": HBR 2008

Oct. 7 Leadership and Ethics

"Accord on Fire and Building Safety in Bangladesh"

NYT: "Major Retailers Join Bangladesh Safety Plan" (May 13, 2013)

NYT: "US Retailers See Big Risk in Safety Plan for Factories in Bangladesh (May 22, 2013)"

NYT: "As Walmart Makes Safety Vows, It's Seen as Obstacle to Change" (December 28, 2012)

Case: "Google in China"

Freeman: "Developing Ethical Leadership (Business Round Table)"

The Economist: "Unilever: In Search of the Good Business" (August 9-15, 2014)

Other selected articles on leadership and ethics regarding Google, Yahoo and major international retailers in Bangladesh

Oct. 12 **Class Presentations**

Oct. 14 **Final Examination**

Faculty Information:

Professor Samson has a B.A. in Economics from the University of Illinois, an M.A. in Economic Development from the East-West Center of the University of Hawaii, a Ph.D. in Political Science from the University of California-Berkeley, and a J.D. from the University of San Francisco.

He has been professor at Lincoln University since 2001 and has taught Leadership Development at Lincoln University for the past six years.

He is Chairman of the Board of Trustees at Lincoln University.

He is a practicing attorney in San Francisco.

Syllabus Updated:

August 19, 2015