

LINCOLN UNIVERSITY
BA 324 – Leadership Development
COURSE SYLLABUS
Department of Business and Economics
Spring, 2016

Lecture Schedule: Monday, 12:30 – 3:15PM
Credit: 3 units (45 hours of lecture)
Instructor: Prof. Ken Germann, MBA, JD
Office Hours: **Monday**, 11:30 AM – 12:30 PM and TBA
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Textbook: **Organizational Culture and Leadership**
Fourth Edition (2010), by Edgar H. Schein; Jossey-Bass
ISBN: 978-0-470-19060-9 (paper)

CATALOG 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 case studies, biographies and class presentations. Topics include the differences between leadership and management as well as identifying Traits and abilities which have distinguished effective leaders from ineffective ones. (3 units)

COURSE OBJECTIVES

- Students will understand the scope and challenges of leadership.
- Students will understand the cultures in organizations.
- Students will be able to assess how to manage culture.
- Students will develop new leadership roles.

PROCERDURES AND METHODOLOGY

Lecture method is used in combination with case studies and outside readings, as assigned. The emphasis will be on learning by doing. Every student must participate in an intensive preparation and classroom activity.

COURSE PROJECT

Every student in the class, working as a team, must design and implement a plan for developing a leadership plan for an existing company. Final project is due the next to the last class will be presented orally on the last day of class. The last day each group will do an oral presentation.

REQUIREMENTS

Continuous assessment is emphasized. Written assignments will be given every week. Reading, writing and “business case study” assignments will be scheduled throughout the course. Students must complete

all assignments and take all exams on the dates scheduled. Plagiarism will result in the grade “F” and a report to the administration.

ATTENDANCE

Students are expected to attend each class session. If you cannot attend a class due to a valid reason, please notify the instructor prior to the class. There will be a make-up assignment.

EXAMS

Both midterm and final exams are structured as written essays to answer the given questions. Examples to illustrate; and references to statute and case law are mandatory. Exams will cover all assigned chapters, any additional readings or supplementary materials covered in class.

GRADING

Class Participation	100 points
Case Studies	100 points
Mid-term exam	100 points
Final exam	100 points
Course Project - Written 100	
Oral 100	<u>200 points</u>
Total	600 points

564-600	A	444-461	C
540-563	A-	420-443	C-
522-539	B+	402-419	D+
504-521	B	360-401	D
480-503	B-	359 & below	F
462-479	C+		

COURSE SCHEDULE

Lectures Topic

- 1 Organizational Culture
Read Chapters: 1, 2
- 2 Subcultures
Read Chapters: 3, 4
- 3 Cultural Assumptions
Read Chapters: 5, 6
- 4 Realty, Time and Space
Read Chapters: 7, 8
- 5 Relationships
Read Chapter: 9
- 6 Culture Surveys
Read Chapters: 10, 11
- 7 Review and take for Midterm
Chapters 1-11
- 8 New Groups
Read Chapter: 12

- 9 Leaders creating Cultures
Read Chapter: 13
- 10 Leaders transmitting Culture
Read Chapter: 14
- 11 Changing role of Leadership
Read Chapter: 15
- 12 What Leaders need to Know
Read Chapters: 16, 17
- 13 How leaders manage change
Read Chapters: 18, 19
- 14 New Roles for Leaders
Read Chapters: 20, 21
- 15 Implementation of Plan, Review and Final Exam
Read Chapter: 19 and review Chapters 12-21
- 16 (a) Written Course Project Due
(b) Oral Presentation of Course Project

COMMENTS

- * Participation is required. What you put into the class will determine what you get out of it — and what others get out of it.
- * Please come on time. Late arrivals disturb everyone else.
- * If you miss a class, you are responsible for getting notes on the material covered from a classmate.
- * To avoid distracting noise in class, cellular phones must be turned off or the ringing mode silenced.
- * Questions and comments during the class are welcome. Do not hesitate to ask questions — do not leave anything unclear for you.

MODIFICATION OF THE SYLLABUS

The instructor reserves the right to modify this syllabus at any time during the semester. Announcements of any changes will be made in the classroom.

INSTRUCTOR BIO

My first career was in operations for manufacturers. I worked as an expediter, quality control inspector, junior chemist, front line supervisor and plant manager. I was lucky enough to be a poverty attorney during the “War on Poverty”. My third career was as a producer, director, script writer and actor for a murder mystery company. For the past thirty years I have had a consulting firm, specializing in management and marketing problems, both domestically and internationally. During that time, I had a chance to visit 183 countries. My passion is teaching and helping students develop a way forward.

I have over thirty families to travel. I have had an opportunity to work and travel to 171 countries.

Syllabus Revised: January 14, 2016