



# LINCOLN UNIVERSITY

Course Title: LEADERSHIP DEVELOPMENT

Course No. BA 324

Credit: Three Units

Class Hours: Mon & Wed, 6:30 – 9:15 p.m.  
(45 Lecture Hours in Total)

Semester: Spring 2012

Instructor: Allan Samson

Contact: Allan Samson

Office Hours: By Appointment  
(415) 391-4949

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## Textbook:

On Leadership, Harvard Business Review Press, 2011:  
ISBN: 978-1-4221-5797-8

## 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 case studies, biographies, and class presentations. Topics include differences between leadership and management as well as identifying traits and abilities which have distinguished effective leaders from ineffective ones.

## Learning Objectives:

**SO YOU WANT TO BE A LEADER!!!!!!**  
WERE YOU BORN WITH LEADERSHIP POTENTIAL????  
CAN YOU LEARN HOW TO BE A LEADER????  
CAN YOU LEARN LEADERSHIP SKILLS IN CERTAIN AREAS????  
ARE THERE METHODS WHICH YOU CAN LEARN IN THE REAL  
WORLD OF BUSINESS????  
STEP RIGHT UP, FOLKS.  
SEE WHERE YOU FIT.  
ARE YOU A FUTURE CEO???? A FUTURE MANAGER????  
A FUTURE CLERK???? A FUTURE SPECIALIST????  
MAYBE THIS COURSE CAN HELP YOU. MAYBE NOT.  
BUT WE CAN HAVE FUN LEARNING

**Methodology:**

Students are expected to read the assigned chapters 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 computers.

Case studies and articles will be sent to the students' e-mail addresses several days before class.

There will be class discussion and group presentations by students on the case studies and articles.

**Standards:**

One-page synopses of selected articles will be turned in as homework. The mid-term and final examination will be in essay form.

**Project:**

Problems on selected leadership issues 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.

**Testing:**

There will be one mid-term and one final examination. Both will consist of essay questions. Homework assignments will be turned in. Occasional questions on leadership issues will be given and answered in class.

**Grading:**

Grading will be based on the following criteria:

Mid-term	: 20 per cent
Final Examination	: 40 per cent
Final Project	: 15 per cent
Class attendance/participation	: 15 per cent
Case studies and analysis	: 10 per cent

**Classroom Protocol:**

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

**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 a Professor at Lincoln University since 2001 and has taught Leadership Development for the past four years.

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

He is a practicing attorney in San Francisco.

**Syllabus Updated:**

01/17/2012

## Course Calendar and Assignments

The assigned material for each date should be read before the class date with the exception of the first class. Class participation in discussing the material and case studies and hypothetical questions is expected. Articles will usually be e-mailed to you several days before class. They are an important part of class assignments and grades.

<u>Date</u>	<u>Assignments</u>
January 18:	<u>Introduction</u>
January 23:	<u>“Power and Influence”</u> : Leadership, 6 <sup>th</sup> ed., chapter 5 <u>“Leadership and Values”</u> : Leadership, 6 <sup>th</sup> ed., chapter 6
January 25:	<u>“Leadership Traits”</u> : Leadership, 6 <sup>th</sup> ed., chapter 7 Vision: “To Lead, Create a Shared Vision” “Shared Vision” “Exemplary Vision” “Five Best Practices” “Building Your Company’s Vision”
January 30:	<u>On Leadership</u> : “What Makes a Leader” “What Makes an Effective Executive” “What Leaders Really Do” “The Work of Leadership” “Why Should Anyone be Led by You”
February 1:	<u>On Leadership</u> : “Crucibles of Leadership” “Level 5 Leadership” “Seven Transformations of Leadership” “Discovering your Authentic Leadership” “In Praise of the Incomplete Leader” “Managers and Leaders: are they Different?”
February 6:	<u>Styles of Leadership</u> : “Leadership that gets Results” “The Higher Ambition Leader” “Leadership Run Amok” “The Wise Leader” “Are You a Collaborative Leader” “Leadership Lessons from Abraham Lincoln”
February 8:	<u>Leadership and Startup Companies</u> : Guest Speaker (David Barrett of “Expensify”) “Bill Gates and Steve Jobs”
February 13:	<u>Mid-Term</u>
February 15:	<u>Styles of Leadership</u> : “Moments of Greatness” “What Great Managers Do” “Are You a High Potential?” “Leading Clever People” “Creativity in the Role of the Leader” “The Curse of the Superstar CEO”
February 20:	<u>No Class</u> : Holiday

February 22:        The Leadership Process: “Leadership in the Age of Transparency” “Putting Leadership Back into Strategy” “What You Don’t Know about Making Decisions” “Picking the Right Transition Strategy” “How Great Companies Think Differently” “The Weird Rules of Creativity”

February 27:        The Leadership Process: “How to Pick a Good Fight” “What Only the CEO can Do” “Leadership in a Permanent Crisis” “Creating Shared Value” (other articles to be assigned)

February 29:        Leadership and Ethics: “Charismatic Leadership and Corporate Cultism at Enron” (other articles to be assigned)

March 5:            Leadership in International Business: “Leadership Lessons from India” (other articles to be assigned)

March 7:            Class Presentations

March 12:          Final Examination