



# LINCOLN UNIVERSITY

Course Title: LEADERSHIP DEVELOPMENT

Course No. BA 424

Credit: Four Units

Class Hours: Mon & Wed, 6:30 – 9:15 p.m.

Semester: Summer 2012

Instructor: Allan A. Samson

Contact: Allan A. Samson

Office Hours: By Appointment

(415) 391-4949

## Textbook:

Selected articles from Harvard Business Review

## 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. A one-unit written research project and its oral presentation are required.

## Learning Objectives:

1. Students will gain an understanding of the major leadership strategies.
2. Students will learn how to improve their leadership skills.
3. Students will understand the differences between leadership and management.

**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.

## Update:

The syllabus was last updated in May 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.

### Date

### Assignments

June 4 : Hughes, Ginnett, Curphy: Leadership: 6<sup>th</sup> ed. "Power and Influence": (chapter 5) and "Leadership and Values" (chapter 6)

June 6: Hughes, Ginnett, Curphy: Leadership: 6<sup>th</sup> ed., "Leadership Traits" (chapter 7)

#### Vision:

Kouzes & Posner: "To Lead, Create a Shared Vision": HBR,

Jan. 2009

Kouzes & Posner: "Shared Vision" HBR, July, 2009

Kouzes & Posner: "Exemplary Vision" "Five Best Practices":

HBR: July 2009

Kouzes & Posner: "Building Your Company's Vision": HBR,

July 2009.

Collins & Porras: "Building Your Company's Vision; HBR:

Sept.-Oct. 1996

June 11:

#### On Leadership:

Zaleznik: "Managers and Leaders: Are They Different?" HBR:

May-June 1977

Goleman: "What Makes a Leader" HBR: Nov.-Dec. 1998

Kotter: "What Leaders Really Do": HBR: May-June 1990

Drucker: "What Makes an Effective Executive"

Heifetz & Laurie: "The Work of Leadership" : HBR: Dec. 2001

June 13:

#### 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

**June 18:**                   **Styles of Leadership:**  
 Goleman: "Leadership That gets Results" : HBR: March-April  
 2000  
 Foote, 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  
 Goodwin: "Leadership Lessons from Abraham Lincoln" HBR:  
 April 2009  
 Quinn: "Moments of Greatness": HBR July-August 2005

**June 20:**                   **Leadership and Startup Companies:** Possible Guest Speaker  
 (if not, articles will be assigned)  
 Mayo & Benson; "Bill Gates and Steve Jobs": HBR Case Study  
 No.2-0011A

**June 25:**                   **Mid-Term**

**June 27:**                   **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

**July 2:**                   **The Leadership Process:**  
 Kirby & Kirby: "Leadership in the Age of Transparency" HBR:  
 April 2010  
 Montgomery: "Putting Leadership Back into Strategy" HBR:  
 January 2008  
 Garvin & Roberto: "What You Don't Know about Making  
 Decisions" HBR: Sept. 2001  
 Watkins: "Picking the Right Transition Strategy" HBR Jan. 2009  
 Kanter: "How Great Companies Think Differently": HBR: Nov.  
 2011  
 Sutton: "The Weird Rules of Creativity": HBR: Sept. 2001

**July 4:**                   **No Class: Holiday**

**July 9:**                   **The Leadership Process:**  
 Porter: "Creating Shared Value": HBR: Jan.-Feb.2011  
 Joni & Beyer: "How to Pick a Good Fight": HBR: Oct. 2009

Heifetz, Gresham & Linsky: Leadership in a (Permanent) Crisis:  
HBR: July-Aug. 2009  
Lafley: "What Only the CEO Can Do" : HBR: May 2009

**July 11:**                    **Leadership and Ethics:**  
Freeman & Stewart: "Developing Ethical Leadership: Business  
Roundtable (2006)  
Trevino, Hartman & Brow: "Moral Person and Moral Manager":  
California Management Review: Summer 2000

"Charismatic Leadership and Corporate Cultism at Enron"

**July 16:**                    **Leadership in International Business:**  
Cappelli, Singh, Singh & Useem: "Leadership Lessons from  
India": HBR March 2010  
Branze: "Tata: Leadership with Trust" Richard Ivey School of  
Business No. 910M25  
Trimble: "Hindustan Lever (Abridged): Tuck School of  
Business Case Study No. 2-0011A

**July 18:**                    **Class Presentations and Final Examination**