



# LINCOLN UNIVERSITY

Course Title: LEADERSHIP DEVELOPMENT

Course No. BA 424

Credit: Four Units

Class Hours: Mon & Wed, 3:30 – 6:15 p.m.  
(45 Lecture Hours + 45 Hours  
of Self-Study Research Project)

Semester: Fall 2013

Instructor: 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
- 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 is a required part of the course.

## 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:**

08/20/2013

## 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>
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<u>Aug. 26:</u>	<u>Introduction</u>
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<u>Aug. 28:</u>	Hughes, Ginnett, Curphy: <u>Leadership</u> : 6 <sup>th</sup> ed. "Power and Influence" (chapter 5): and "Leadership and Values" (chapter 6)
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<u>Sept. 2:</u>	No Class
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<u>Sept. 4:</u>	Hughes, Ginnett, Curphy: <u>Leadership</u> : 6 <sup>th</sup> ed., "Leadership Traits" (chapter 7)
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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

<u>Sept. 9:</u>	<u>On Leadership:</u> Zaleznik: "Managers and Leaders: Are They Different?" HBR: May-June 1977
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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

- Sept. 11:    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. 16:    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-August 2005
- Sept. 18:    Mid-Term**
- Sept. 23:    Entrepreneurs and Start-Ups  
Mayo & Benson: “Bill Gates and Steve Jobs”: HBR Case Study No. 2-0011A**
- Mulcahy: “Myths about Venture Capitalists” HBR: May 2013
- Bhide: “Bootstrap Finance: the Art of Start-ups”: Nov.-Dec. 1992
- Habiby and Coyle: “The High Intensity Entrepreneur” HBR: Sept. 2010
- Case: “Identifying Venture Opportunities”: Stanford Graduate School of Business, Case E-323, Nov. 2008

**Sept. 25:    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. 30:    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**

**Sutton: “The Weird Rules of Creativity” HBR: Sept. 2001**

**Oct. 2:        The Leadership Process:**

**Heifetz, Gresham & Linsky: Leadership in a (Permanent) Crisis:  
HBR: July-Aug. 2009**

**Lafley: “What Only the CEO Can Do” HBR: May 2009**

**Kantor: “How Great Companies Think Differently” HBR: Nov. 2011**

**(further readings to be announced)**

**Oct. 7:        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**

**Ghemaw: “Developing Global Leaders” McKinsey Quarterly: June 2012**

**Isenberg: “The Global Entrepreneur” HBR: Dec. 2008**

**Oct. 9:      Class Presentations**

**Oct. 16:    Final Examination**