



# LINCOLN UNIVERSITY

Course No. BA 324  
Course Title: LEADERSHIP DEVELOPMENT  
Instructor: Allan Samson  
Credit: 3 units = 45 lecture hours  
Class Hours: Three (M & W, 6:30 – 9:15 PM)  
Semester: Fall 2014

Contact: Allan Samson  
Office Hours: By Appointment  
(415) 391-4949  
allan.samson@sbcglobal.net

## **Textbooks:**

**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 leaders from ineffective ones.

## **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.

**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-	59 or <	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.**

Date

Assignments

August 25: Introduction

August 27: Hughes, Ginnett, Curphy: Leadership: 6<sup>th</sup> ed., “Power and Influence (chapter 5) and “Leadership and Values” (chapter 6)

Sept. 1: No Class

Sept. 3: Hughes, Ginnett, Curphy: Leadership: 6<sup>th</sup> ed., “Leadership Traits” (chapter 7)

Vision:

2009 Kouzes & Posner: “To Lead, Create a Shared Vision”: HBR, Jan.

Kouzes & Posner: “Shared Vision” HBR: July 2009

HBR: July 2009 Kouzes & Posner: “Exemplary Vision” “Five Best Practices”:  
HBR: July 2009

2009 Kouzes & Posner: “Building Your Company’s Vision”: HBR: July

Collins & Porras

Relevant video

Sept. 8: On Leadership

May-June 1977 Zaleznik: “Managers and Leaders: Are They Different?”. HBR:

Goleman: “What Makes a Leader”, HBR: Nov.-Dec. 1998

Drucker: “What Makes an Effective Executive”

Heifetz & Kaurie: “The Work of Leadership”: HBR: Dec2001cd

- Sept. 10:**            **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. 15:**            **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
- Quinn: “Moments of Greatness”:** HBR: July-Aug. 2005
- Sept. 17:**            **Mid-Term**
- Sept. 22:**            **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. 24: Styles of Leadership

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

2010

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

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

Oct. 2008

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

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

Sept. 29: The Leadership Process

April 2010

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

Jan. 2008

Montgomery: "Putting Leadership Back into Strategy": HBR:

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. 1: The Leadership Process

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

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

2011

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

Relevant video

- Oct. 6:**                    **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. 8**                    **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)**
- Other selected articles on leadership and ethics regarding**  
**Google, Yahoo and major international retailers in Bangladesh**
- Oct. 13**                    **Class Presentations**
- Oct. 15”**                    **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 five years.

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

He is a practicing attorney in San Francisco.

**Syllabus Updated:**

August 20, 2014