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)  
Office Hours:  M & W at 3 PM or by appointment  
Semester:  Fall 2015  
Contact:  Allan Samson  
Phone: (415) 391-4949  
Email: 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 from ineffective leaders.  

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. This will be a feature of almost every class.
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:

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<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tr>
<td>Mid-term</td>
<td>30 per cent</td>
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<tr>
<td>Final Examination</td>
<td>40 per cent</td>
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<td>Class Attendance and Homework</td>
<td>10 per cent</td>
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<td>Case Studies Analysis</td>
<td>20 per cent</td>
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Grading Standard

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
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<td>D</td>
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<td>Below 60</td>
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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.
<table>
<thead>
<tr>
<th>Date</th>
<th>Assignments</th>
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<tbody>
<tr>
<td>August 24:</td>
<td>Introduction</td>
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<tr>
<td>August 26:</td>
<td>Hughes, Ginnett, Curphy: <em>Leadership</em>: 6th ed., “Power and Influence” (chapter 5) and “Leadership and Values” (chapter 6)</td>
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<td>Vision:</td>
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<td>Kouzes &amp; Posner: “Shared Vision” HBR: July 2009</td>
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<td>Relevant video</td>
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<td>Sept. 2:</td>
<td><strong>On Leadership</strong></td>
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<td>Zaleznik: “Managers and Leaders: Are They Different?”. HBR: May-June 1977</td>
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<td>Kotter: “What Leaders Really Do”: HBR: May-June 1990</td>
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<td></td>
<td>Drucker: “What Makes an Effective Executive”: HBR: June 2004</td>
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<tr>
<td>Sept. 7</td>
<td>No Class</td>
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</tbody>
</table>
Sept. 9: **On Leadership**


Collins: “Level 5 Leadership”: HBR: January 2001


Sept. 14: **Styles of leadership**

Goleman: “Leadership that Gets Results”: HBR: March-April 2000


Quinn: “Moments of Greatness”: HBR: July-Aug. 2005

Sept. 16: **Mid-Term**

Sept. 21: **Entrepreneurs and Start-Ups**


Case: “Identifying Venture Opportunities”; Stanford Graduate School of Business, Case E-323, Nov. 2008

Relevant video

Sept. 23: **Styles of Leadership**

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

Ready, Conger & Hill; “Are You a High Potential?” HBR: June 2010


Sept. 28: **The Leadership Process**

Kirby & Kirby: “Leadership in the Age of Transparency”: HBR: April 2010


Sept. 30: **The Leadership Process**


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

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

George, Sims, McLean & Mayer: Discovering Your Authentic Leadership”: HBR: February 207

Oct. 5: 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


Oct. 7 Leadership and Ethics

“Accord on Fire and Building Safety in Bangladesh”

NYT: “Major Retailers Join Bangladesh Safety Plan” (May 13, 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. 12  Class Presentations
Oct. 14  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 six years.

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

He is a practicing attorney in San Francisco.

Syllabus Updated:
August 19, 2015