



# LINCOLN UNIVERSITY

Course No. BA 324  
Course Title: LEADERSHIP DEVELOPMENT  
Instructor: Allan Samson                      Class Hours: Three (M & W, 3:30 – 6:15 PM)  
Credit: 3 units = 45 lecture hours      Office Hours: M & W at 3 PM or by appointment  
Semester: Summer 2017                      Phone: (415) 391-4949  
Contact: Allan Samson                      Email: allan.samson@sbcglobal.net

## **Textbooks:**

**Leadership, 6<sup>th</sup> edition (2008) by Hughes, Ginnett & Curphy: McGraw-Hill Irwin.  
ISBN 978-0-07-340504-9 (It is not necessary to purchase this book)**

**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 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 their computers.

Case studies and articles can be accessed by the students' via e-mail 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.

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
Individual Presentations	: 30 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-	Below 60	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**

June 12: Hughes, Ginnett, Curphy: Leadership: 6<sup>th</sup> ed., “Power and Influence (chapter 5) and “Leadership and Values” (chapter 6)

June 14: Hughes, Ginnett, Curphy: Leadership: 6<sup>th</sup> ed., “Leadership Traits” (chapter 7)

Vision:

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

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

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

Sept.-Oct. 1996 Collins & Porras: “Building Your Company’s Vision”: HBR:

June 19: On Leadership

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

Kotter: “What Leaders Really Do”: HBR: May-June 1990

2004 Drucker: “What Makes an Effective Executive”: HBR: June

Heifetz & Laurie: “The Work of Leadership”; HBR; Dec. 2001

Schoemaker, Krupp & Howland: “Strategic Leadership: the Essential Skills: HBR: Jan.-Feb., 2012

June 21: 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 26:**            **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-Aug. 2005

**June 28:**            **Mid-Term**

**July 3:**            **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

**July 5:**            **Relevant video**  
**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 10: The Leadership Process**

**Kirby & Kirby: "Leadership in the Age of Transparency": HBR: April 2010**

**Montgomery: "Putting Leadership Back into Strategy": HBR: Jan. 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**

**July 12: The Leadership Process**

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

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

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

**Sonnenfeld, Kusun & Walton: "What CEOs Really Think of Their Boards": HBR: April 2013.**

**George, Sims, McLean & Mayer: Discovering Your Authentic Leadership": HBR: February 2007**

**July 17: 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**

**July 19: Women in Leadership  
(Readings to be announced)**

**July 24: Presentations**

**July 26: 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:**

June 1, 2017