BUS 622 Leadership in Organizations
INSTRUCTOR: Larry Hadfield
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IMPORTANT NOTE:
If you know you will miss the first class meeting, do not register for the course. At the first class meeting, we will lay the foundation for the course and explain all expectations.

COURSE DESCRIPTION:
This course is an exploration of the concept of leadership from a topical perspective. Leadership is defined using the various theoretical and scholarly views approached from an application standpoint. Students will distinguish between leaders and managers from both role and task perspectives. The importance of both roles in an organization is analyzed. Specific topics of discussion include: established leadership theories; emerging leadership theories; essential leadership skills; and the role of leaders as visionaries, team builders, and change agents. Additionally, the political and ethical roles of leaders are addressed. This course will explore current research and practice of leadership. Students will examine, discuss, and debate the relevance of scholarly research to practice in business and society. As a process of self-discovery, students will also use the tools provided to examine and begin development a personal leadership style.

REQUIRED TEXTS:
The Book of Leadership Wisdom, Peter Krass, ed. ISBN: 0-471-29455-1

COURSE OBJECTIVES:
At the conclusion of this course, each student will be able to:

1. Identify and define the characteristics, behaviors, and traits most commonly ascribed to leaders as observed in research and practice

2. Identify, define, and understand inherent constraints to leadership and opportunities for the practice of leadership within organizations

3. Identify their own strengths as a potential leader

4. Develop strategies for the development of personal leadership skills
SESSION #1:
- Course policies, procedures, and requirements
- Identification of leaders and “How we know who they are”
- Differing perceptions of leadership
- Case study assignments: Example to be discussed in class

SESSION #2: (Hackman, chapters 1 and 2)
- Various approaches to leadership research
- Advantages and disadvantages of the various models
- The impact of organizations on leadership research and modeling
- Research paper topic selection
- Case study presentations

SESSION #3: (Hackman, chapters 3, 4, and 5 AND The Book of Leadership Wisdom, articles by Andrew Grove and Chester Bernhard)
- Challenges presented to leadership at the practical level.
- Coping strategies for leaders
- Essentials of leadership
- Case study presentations

SESSION #4: (Hackman, chapters 7, 8, and 11)
- Case study reports and discussion
- Case study assignments (Group 2)
- Introduction to leadership practices
- Case study presentations

SESSION #5:
(Readings in The Book of Leadership Wisdom, articles by Frederick Smith, David Packard, Ben Cohen and Jerry Greenfield, Sir Adrian Cadbury)
- Finding a leadership style.
- Examination and evaluation of leadership styles as proposed in the readings
- Scoring and feedback on the Leadership Practices Inventory
- Case study presentations

SESSION #6: (Hackman, chapter 12 AND readings in The Book of Leadership Wisdom, articles by Ralph Lazarus, John Patterson, Lawrence Bossidy, Michael Eisner)
- From self-management to self-development
- Mentoring
- Constituencies
- Vision
- Values
- Experience
- Case study presentations
SESSION #7:
- Research papers due.
- Leadership challenges
- Student presentations

SESSION #8:
- Presentation of research findings
- Self-development plans

COURSE REQUIREMENTS:

1. CASE STUDY: The instructor will assign each student a case focusing on a leadership issue. Students will prepare a plan of action for response to the issue. The plan must include:
   a. Explanation of the issue
   b. Description of the action to be taken
   c. Possible consequences of the proposed action and/or consequences if no action is taken.
   d. Students will support their conclusions in open discussion.

2. Students will prepare a 5-10 page paper on a leader, leadership study, or other topic approved by the instructor. Papers must, at a minimum, include:
   a. A clearly stated premise
   b. Three points supporting the premise
   c. Conclusions to be drawn from the supporting data/references/student synthesis
   d. A minimum of five (5) references

3. CHALLENGES PRESENTATION:
A 3 to 5 minute presentation outlining a personal leadership challenge and a proposed course of action to meet the challenge

ATTENDANCE POLICY:
Much of the learning for this course will occur in the class meetings through lecture, discussion, and student presentations. For that reason, class attendance is critical to your success in the course. The absence of any one person impacts all of us. Please plan to meet all class sessions.
- If you must miss a class, contact the instructor as soon as you know you will be absent, and arrange for work to attempt to capture the learning you will miss.
- If you miss two class sessions, your grade will be reduced to a maximum grade of B.
- If you miss more than 2 sessions, you cannot receive a passing grade.

ACADEMIC INTEGRITY:
Showing respect for the ideas and words of others is the right thing to do. The instructor will follow the Doane College policy on Academic Integrity, which states:
The Doane College Academic Integrity Policy will be adhered to in this class. All projects and tests will represent your own work. Any use of others’ ideas and words without proper citation of sources is plagiarism and will result in penalties to be determined by the instructor and/or the dean of graduate studies.