

Seminar in Leadership
Management 638
Summer 2009, 2nd Term: June 30 – July 31
Monday/Wednesday 5:30

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Course Objective:

To explore issues in Leadership using classic literature texts, selected readings and film.

The purpose of this course is to afford students the opportunity to enhance personal understanding of leadership theories, concepts, contexts, and competencies, as well as move toward an understanding in practice, through active engagement and reflection using literature texts and readings from the field of leadership studies. Through such engagement and reflection students should gain further understanding of the moral responsibilities of leadership and become better prepared to exercise leadership in service to society. The course is intended to assist students in learning to interpret people and situations from multiple perspectives, to envision multiple possibilities from a given situation, to move beyond literal thinking to metaphorical thinking and to synthesize ideas into meaningful concepts or theories. The course is about inquiry and methodology for understanding leadership as well as about the content and practice of leadership. Although the functional courses are important to careers in managing organizations, research has indicated that what separates leaders from managers has more to do with such things as vision, communications ability, understanding interpersonal behavior, creativity, and even a sense of humility. Such concepts are rarely treated in traditional management texts, but they are the elemental components of the liberal arts and the humanities.

Leadership topics to be discussed will include:

Behavioral Clues
Cooperation vs. Competition
Theory X and Theory Y
Cultural Diversity
Gender Differences
Networking
Strategy
Leadership Style
Motivation
Team Building
Authority
Change Making
Corporate Culture
Empowerment
Female Leadership
Planning
Power
Followership
Organizational Culture
Conflict Resolution
Crisis Management
Decision Making
Diversity
Vision
Leader Development
Leadership Traits
Coalition Building
Communication
Transformational Leadership
Situational Leadership
Organizational Life Cycles

Course Requirements:

Students in this course will participate in several interrelated learning activities. First, you will be required to read literary texts and supporting readings especially relevant to the study of leadership. Second, you will be expected to actively participate in discussion of these texts and readings in class and share your insights with other class members. Third, you are to prepare a, not to exceed, two page thought piece on each literary text and assigned reading which includes primary library research into the leadership theory or theories which help you understand the text. **(Note: All written work is to be submitted to me via e-mail to ray.grubbs@millsaps.edu no later than its due date)** Fourth, you will be assigned to one case study group to lead the class discussion on your assigned case. Fifth, you are to write your top ten leadership principles and submit to the instructor immediately after the final class. This will serve as your final exam.

Course Design:

Although there are many strategies by which the texts of this class may be scrutinized, the teaching method - discussion based on question and answer- has proved a very effective way to examine these texts. In this pedagogical situation the instructor will act primarily as a guide and facilitator, inserting additional material at times, but seldom interpreting the readings and rarely lecturing about them. Instead I will use probing questions and wide ranging discussion to draw out and clarify your responses to the reading excerpts.

The effectiveness of this teaching approach hinges upon the formulation of the questions, which are essentially interpretive in nature. Careful and repeating reading bears out that to this kind of question there is more than one valid answer that can be supported by the textual evidence; there is no one right answer. Therefore, you are invited to immerse yourselves in the richness of the texts.

In this learning environment you must understand that the primary responsibility for analyzing the case and determining the relevancy of the readings belongs to you, and not the instructor. The attention is focused squarely on your participation. In good classes participants frequently gain a high level of understanding of the text as well as a clear picture of the leadership issues and principles embedded in that work. In the best classes the students also apply the ideas and lessons to themselves.

The fundamental core of each case is the excerpted classic, which is preceded by a brief contextual statement and several questions. It is from this reading that inductively derived leadership principles will emerge. Read the case very carefully - three times is best - making marginal notes. Ask yourself what you have learned about leadership from the case. Try to relate it to your life, your beliefs, and your biases. Force yourself to discover what the writer is trying to tell you about yourself and your ability to lead.

Texts:

Talent is Overrated: What Really Separates Would-Class Performers from Everybody Else, Geoff Colvin, Penguin Group, 2008.

There are 8 case texts for this course. All eight are from the Hartwick Humanities in Management Institute. Cases will be provided to you in class.

Hartwick Cases

- 1. Twelve Angry Men**
- 2. Herman Melville's Billy Budd, Sailor**
- 3. Arthur Miller's Death of a Salesman**
- 4. Lord of the Flies**
- 5. 12 O'clock High**
- 6. Moby Dick**
- 7. A Jury of Her Peers**
- 8. All the Kings Men**

Grading:

Class Contribution/Discussion Board	40%
Thought Pieces on Each Case/Reading	15%
Group/Individual Case Presentation	25%
Leadership Principles	20%
Total	100%

Honor Code:

All work submitted by students must be pledged according to the Millsaps Honor Code.

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Class Meeting	Assignment:
July 1	Introduction; Download Syllabus; Team Assignments
July 6	Case #1 - Billy Budd Decision Making, Ethics/Values, Roles/Duties of Leaders, Organization Culture
July 8	Case #2 – Lord of the Flies Group Behavior, Group Structure, Individual Leadership, Situational Leadership, Conflict, Authority
July 13	Case #3 - Death of a Salesman Communication, Leader Assumptions About People, Individual and Organizational Responsibility
July 15	Case #4 - Moby Dick Power/Authority, Leadership Traits Cooperation vs. Competition
July 20	Case #5 - 12 O'clock High Turnaround Management, Vision, Goal Setting, Change Management, Crisis Management, Leader Development, Team Building
July 22	Case #6 – A Jury of Her Peers Feminine Leadership, Ethical & Moral Dimensions of Leadership, Mentoring, Power
July 27	Case #7 - 12 Angry Men Behavioral Clues, Cultural Diversity Group Dynamics, Conflict Resolution
July 29	Case #8 – All the Kings Men Social Power, Communication, Influence, Leader Effectiveness
July 31	Leadership Principles Due