

GSM 5141: Organizations and Leadership (3 units)

MBA: Global Strategic Management Spring 2008 COURSE SYLLABUS

Faculty: Dr. Denise M. Lucy, Dominican University of California
Phone: **Campus Office:** 415-485-3291/ **Home:** 415-460-9982/ **Mobile:** 415-686-1586
Email: DLucy@dominican.edu
Office: Bertrand Hall, #20
Office Hours: Thursdays: 4:00 – 5:30 p.m. **and** by appointment
Class Meets: Thursdays 6 p.m. to 9 p.m. in Library 204

❖ **January** 24, 31 **February** 7, 14, 21, 28, **March** 6, Spring Break on Mar 13, March 20, 27, Study Week April 3, April 10, 17, April 24, **May** 1. **Due Date for Final Presentations and Papers due May 8 at 6PM** to Dr. Lucy's office and deposited in the Blackboard Digital Drop Box.

COURSE DESCRIPTION

This course examines leadership styles within the business framework of power and authority, which contributes to an individual's identity as a leader in diverse situations. It explores ethical responsibilities of leadership, strategies for team development and leading, as well as conflict resolution and group decision-making. Particular emphasis is placed on the strategic significance of organizational structure and the ways to which organization structure impacts both internal and external relationships are discussed and channel, supplier, government relationships are explored.

REQUIRED TEXTS – SOLD AT THE DUC BOOKSTORE

1. Customized Reader developed by Dr. Lucy and can only be purchased at the Dominican Bookstore.
2. Lencioni, Patrick. (2000). *The four obsessions of an extraordinary executive*. San Francisco: Jossey-Bass. ISBN 0-7679-5403-9
3. Carr, S.D., Herman, E.D., Keldsen, S.Z. Miller, J. G. & Wakefield, P. A. *Team learning assistant workbook*. New York: McGraw-Hill Higher Education. **Dr. Lucy will explain how to buy online.**

REQUIRED MATERIALS – DISTRIBUTED BY DR. LUCY. REIMBURSE

- **DUC BUSINESS & LEADERSHIP DEPARTMENT: \$40.**
4. Surveys Instruments from Human Synergetics: Desert Survival Simulation, Change Challenge
 5. Emotional Competency Inventory

REQUIRED ARTICLES YOU CAN OBTAIN BY ACCESSING THE INTERNET AT THESE WEBSITES :

6. Blagg, D. & Young, S. (February 2001). *What Makes a Good Leader?* Retrieved 12/18/07, from Harvard Business School Bulletin. Web site: URL <http://www.alumni.hbs.edu/bulletin/2001/february/leader.html>
7. Bridges, W. and Mitchell, S. (No, 16 Spring 2000). *Leading transition: A new model for change*. Retrieved 10/7/2004, from Leader to Leader Institute. Web site: URL http://www.consultpivotal.com/leading_transition.htm

SPRING 2008

The lessons and concepts in this course are adopted from the Art of Leadership text by George Manning and Kent Curtis (2003) & the Team Learning Assistant Workbook by Deacon Carr, et.al. (2005), McGraw-Hill Irwin.

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8. Combining American and Japanese Styles: Winds of Change at Mazda. (June 21, 1998). The Chugoku Shimbun Online Newspaper, Hiroshima. Retrieved January 18, 2009. Website: URL <http://www.chugoku-np.co.jp/MAZDA/8/e980621.html>
9. The New Core of Leadership <http://simulearn.net/pdf/tdmarch03.pdf>
10. Using Leadership to Implement Leadership <http://simulearn.net/pdf/Using%20Leadership%20to%20Implement%20Leadership.pdf>
11. Madeleine Albright:
 - http://en.wikipedia.org/wiki/Madeleine_Albright
 - <http://secretary.state.gov/www/albright/albright.html>
 - Albright, M. K. Bridges, bombs or bluster. *Foreign Affairs* *Foreign Affairs*, **September/October 2003**. Retrieved 12-18-07. Web site: URL: <http://www.foreignaffairs.org/20030901faessay82501/madeleine-k-albright/bridges-bombs-or-bluster.html>
12. Harrington, A. & Bartosiewicz, P. (2004,). *Who's up? Who's down? And is that a new No. 1? Meet the Alpha females of American business*. *Fortune*, 181-186. Retrieved December 11, 2007. Website URL: http://money.cnn.com/magazines/fortune/fortune_archive/2004/10/18/8188053/index.htm

CLASSIC READINGS ON LEADING CHANGE ON RESERVE IN THE LIBRARY FOR YOUR INTEREST

1. Collins, J. C. & Porras, J. Building your company's vision. *Harvard Business Review*, September-October 1996, 65-77.
2. Kim, W. C. & Mauborgne, Renee. (2003). *Tipping Point Leadership*. *Harvard Business Review*. 1-11. Reprint # 3353.
3. Kotter, J. P. (1995, March-April). *Leading change: Why transformation efforts fail*. *Harvard Business Review*, Article 95204, 59-67.
4. Kotter, J. P. (1990, May-June). *What leaders really do*. *Harvard Business Review*, Article 90309, 103-111.
5. Moss Kanter, R. (2003). *Leadership for change: Enduring skills for change masters*. *Harvard Business Review*. 1-16. Product # 9-304-062.
6. Strauss, D. (2002). *How to make collaboration work: Powerful ways to build consensus, solve problems and make decisions*. San Francisco: Barrett-Koehler Publishers, 145-155.
7. Brown, W.S., Lubove, R. E. & Kwalwasser, J. (1994, April). Alternative perspectives of Japanese management styles. *Business Horizons Magazine*, Karoshi:
8. de Bary, William T. (2004). *Nobility and Civility: Asian Ideals of Leadership and the Common Good*. Cambridge: Harvard University Press.

COURSE LEARNING OUTCOMES :

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- Examine contemporary theories of leadership and organizational change in a cultural context.
- Examine the principles and applications for building a healthy organization through collaborative implementation strategies.
- Understand contemporary leadership theorists' perspectives of what characteristics are demonstrated by good leaders.
- Explore the similarities and differences between leadership and management in global business.
- Reflect upon your own leadership style through a guided, self-directed, active learning process aimed at understanding your own style and ways to improve your own leadership behaviors.
- Examine and understand strategies for team development and strengthen organizations through individual and group project management effectiveness.
- Demonstrate how to build understanding and agreement by utilizing and practicing facilitation strategies for collaborative decision-making and conflict resolution in groups.
- Explore the ethical issues that emerge from leadership situations.
- Refine research, writing and presentation skills.

OVERVIEW OF THE COURSE

This course will be a balance between the study of organizational change and leadership theories. There will be an opportunity to practice of leadership skills. The course will examine the historical and contemporary theories of leadership, the practice of leadership in organizations and how organizational change processes impact effective goal achievement. Course participants will explore how a leader's relationships with individuals and teams are within a cultural context. We will examine how these relationships shape and create an organizational environment that establishes clear priorities while promoting healthy accountability for achieving organizational objectives. Ethical issues faced by organizational leaders and the impact on society will be examined and debated.

Participants of this course will also examine theoretical and applied models of levels of decision making. Strategies for leading work teams, facilitating agreement and promoting collaboration will be practiced by the course participants. Students will analyze these theories of leadership, teams and organizations from a multicultural perspective. The principals of leadership, power of vision, importance of ethics, empowerment and developing others of others, effectiveness through delegation, and performance management will be examined and practiced.

In addition to the assigned texts, we will utilize the Alemany Library information resources and the internet as research resources. We will use our creativity and interests to identify and learn about critical leadership issues and how organizations are addressing those issues. Your active participation in the classroom, and in your teams, is a key ingredient to learning. When possible during the semester, guest experts will be present practical applications in our class. The course is divided into three parts:

- **PART I: Leadership Theories and Applications; Benefits of Team Work.**
- **PART II: Organizational Change, Planning and Facilitating Agreement**
- **PART III: Lessons Learned from Experience or Research: Key Issues & Solutions**

METHOD OF INSTRUCTION

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The lessons and concepts in this course are adopted from the Art of Leadership text by George Manning and Kent Curtis (2003) & the Team Learning Assistant Workbook by Deacon Carr, et.al. (2005), McGraw-Hill Irwin.

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The course will concentrate on a blend of leadership theory and practice of leadership skills. An online tool called, Management Skill Booster, will be used to practice your development of leadership skills. You will learn how to use Blackboard as a way to communicate with one another, as well as submit written assignments. The course will include readings, internet searches, lectures, expert quest speakers, written assignments, quizzes, student team teaching presentations, classroom discussions and team projects.

This course is NOT a lecture course. I value the learner centered approach to study, so please be prepared for class by completing the readings and assignments on the due date noted in the syllabus and on the Blackboard assignment board. While there will be some lectures, our learning time together will be in dialogue with one another about what we have learned along the way of our experience and exploration.

Depending upon the background of the students and progress made in class, some of the topics to be researched may change from this original draft of the syllabus. We will want to research areas of keen interest to the participants in the class.

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CATEGORIES OF COURSE ASSIGNMENTS

Class Attendance, Punctuality, Participation and Preparation:

- Reading assignments provide an important foundation for the understanding of theoretical concepts and the practical applications we will experience. Your preparation for each class requires that the reading has been completed and incorporated in your class participation. For some assignments you will provide a bullet list of the main ideas. These summaries are noted as completed or not completed and contribute to the points designated for the *preparation* portion of the course grade.
- Your attendance in class is vital to our course since you bring valuable experiences to offer.
- Leadership Active Learning Exercises will be required in many class sessions. Completion of these exercises is part of the preparation component of the course.
- Attendance, punctuality, participation and preparation for class are required and components of the course grade.

Reading and Case Moderator & Quizzes on Readings: Weekly class discussions are linked to the assigned readings. At least once in the semester, each student will be responsible to lead a discussion on the readings from that week. Some readings will accompany either 1) written summaries of the readings will be in the form of a brief essay or a list of bullets of the main themes, or 2) a quiz on the readings. These quizzes may sometimes be given without advance notice.

Mid-term Leadership Theories Presentation: Student teams will each teach one contemporary leadership theory. Details of assignment will be provided under separate cover from this syllabus.

Emotional Competence Self-Development Leadership Plan and Leadership Philosophy and Motto: All students will complete a development plan based upon their analysis of the results of their completed Emotional Competency Inventory. Also, each student will write their leadership philosophy and a motto reflecting this philosophy.

Teamwork Assistant Booklet – There are several exercises in the team work assistant booklet. This assignment will be Pass/Fail. That is, a thorough completion of this booklet will earn full points. If the booklet assignments are not thorough, no points will be earned.

Final Project: Leadership Practicum Team Project. This project will be completed with your assigned team. Each team will be assigned to one of four business projects to be conducted in the business and nonprofit sectors of Marin. It will serve instead of a final examination. For each team there will be a team leader selected by the team members. Each team member will contribute individual work to the final, as well as work that is done in cooperation with their team members. Each team will develop a written report summarizing the project and will make an oral presentation to the class at the end of the semester. Therefore, each student's grade for their final project will be comprised of the team's work and the individual's work. The final grade for the project will include constructive assessments of team members. Full details regarding the final project will be provided under separate cover from this syllabus.

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LEADERSHIP PRACTICUM

The Leadership Practicum is embedded in select undergraduate and graduate business courses offering students practical leadership experience by working in teams on current business and community projects. Students will experience the importance of vision, the relationships with one's partners and the behaviors that promote leadership effectiveness across diverse contexts. Over the course of one semester, Leadership Practicum students collaborate in teams on actual business-related projects based at Marin businesses and organizations. The projects, under the supervision of Dominican faculty and the direction of leaders in the Marin community, provide participants the opportunity to develop and hone ethical leadership skills.

Participants learn and practice techniques for enacting a vision, resolving conflict and promoting effective group decision making, individual and team effectiveness, planning organizational and community change, and using their written and oral presentation skills. These techniques will be studied in-class and practiced at the practicum sites throughout the semester. Projects have included clarifying a project's vision, environmental scanning, marketing and operational coordination, project management, canvassing customer and client interests, business plans and budgeting.

COURSE GRADING STANDARDS

Your understanding and demonstration of the learning objectives for this course will be evaluated by a combination of participation and preparation for class, writing assignments, and class presentations. The course grade will be based upon 100 total points. A maximum of 3% for extra credit will be allowed. Grades in this course are based upon the following:

- Class Attendance, Punctuality, Participation and Preparation: 20%
- Reading Moderation, Summaries & Quizzes 20%
- Mid-term Leadership Theory Presentation 15%
- Team Learning Assistant Workbook 5%
- Emotional Competence Assignment 10%
- Leadership Practicum Team Project 30%

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COURSE GRADING STANDARDS - continued

The University's grading system is described in the Dominican University of California Catalog. Grading for this course will be based upon 100 points and will be calculated using the scale below:

A	=	95 – 100	points: Outstanding Work
A –	=	90 – 94	
B +	=	87– 89	
B	=	83 – 86	points: Very Good Work – significantly better than average
B -	=	80 - 82	
C +	=	77 - 79	
C	=	73 - 76	points: Average - Satisfactory Work
C-	=	70 - 72	
D+	=	66 – 69	
D	=	60 – 65	points: Work below the standards of the course; credit given for the work done although of inferior quality.
D -	=	56 – 59	
F	=	Below 56	points: No credit given for this work; amount or quality of work is unacceptable.

EXTRA CREDIT GRADING:

Opportunities to earn extra credit will be available. The extra credit points may be applied to the overall course points to increase the course grade. However, since the University does not grant grades of A+, extra credit is not available to bring the grade of A to an A+, so I am hopeful that in these cases, the learning is a reward for the additional effort. A maximum of 3 points of the final grade may come from extra credit projects.

Options for extra credit

During the course of the semester, the instructor may offer additional opportunities for earning the extra credit maximum noted in the Extra Credit Grading paragraph above.

EXTRA CREDIT: Attend and write a 1-page memo critiquing their presentation

- **February 25:** Ann Wilson 7PM in Angelico Concert Hall
- **April 2:** Isabel Allende 7PM in Angelico Concert Hall
- **April 14:** Germaine Greer 7PM in Angelico Concert Hall
- **May 6:** Amy Tan 7PM in Angelico Concert Hall

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OPPORTUNITY TO RE-DO ASSIGNMENTS FOR A BETTER GRADE

Students may rewrite one Analytical Essay for a better grade. If your grade improves, then the two grades will be averaged. If your second attempt does not improve, then the original grade will be used in your final course grade. Your rewrite must be submitted within 5 business days of the date when you originally received your graded essay.

IMPLICATION OF MISSING OR LATE ASSIGNMENTS

- All written assignments are handed to the instructor at **the beginning of class** on the deadline date.
- Unexcused Late Assignments: Oral presentations and written assignments that are unexcused will result in zero points for that assignment. Unexcused means you have not contacted me (by phone or email) that you needed to be late with an assignment prior to the deadline.
- Email prior to the deadline that you needed to be late with an assignment
- Excused Late assignments: Your grade on an excused late assignment will be reduced by one third of a grade for each day it is late.
- In cases of documented medical health emergencies, please contact me to arrange for a make-up exam or assignment.

INSTRUCTOR TURN AROUND TIME OF ASSIGNMENTS DURING THE SEMESTER

The analytical essays, case studies and quizzes will be evaluated by the next weekly class session. The Mid-term Presentation Project will be evaluated within two weeks of the deadline.

RESOURCES FOR WORKING TOGETHER AND MAKING DECISIONS IN YOUR PROJECTS

In the beginning of the semester, students in the GSM 5141 course will examine and practice techniques and skills for brainstorming, negotiating, reaching clear agreements, and demonstrating constructive accountability to achieving the shared goals. These techniques will assist you in your work together as you identify your leadership issue.

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GUIDELINES FOR WRITTEN ASSIGNMENTS

Please utilize the following criteria for submitting written work. Please note that written work that does not follow these guidelines will be reflected a lower grade for those assignments.

- All written work must be in typed form.
- Double spaced text with ½ inch indentation for the first sentence of each paragraph.
- Use 12-point Times Roman font for the text.
- 1 inch margins or the margin dimensions as indicated in the writing style you select.
- Please include your name in the header of written assignment & paginate in the footer.
- Please spell check and ensure that your written report is one that is professional in appearance.
- Attribution of writing or ideas of other authors must be indicated through the use of citations.
- Each written assignment will not only be graded for content of the topics explored, but also for appropriate graduate level writing skills. During session #1, the instructor will provide an essay evaluation rubric that will be used to evaluate the writing assignments.

Please use the American Psychological Association (APA) writing style. Please contact the AMY WHITELEY, Reference and Instruction Librarian at 257-1329, or the Academic Advising and Support Center 415-458-3781 for assistance.

- The Little Brown Compact Handbook: by Jane E. Aaron, is a book that outlines writing styles for MLA and APA. If you do not have this reference, you can obtain it from the library or use any of the library resources on the subject of APA formatting. Please contact me if you have any questions.
- Official site from APA, includes only hints for electronic citations, but useful:
<http://www.apastyle.org/>
- <http://www.dianahacker.com/resdoc/>: Excellent website that provides examples of using various writing styles. It provides a sample paper utilizing the APA style.
- <http://www.ithaca.edu/library/research/writingciting.php>. Provides selection of resources for writing and citing.
- Color-coded diagram of formats for books, journals, etc. From Long Island University:
<http://www.liu.edu/cwis/cwp/library/workshop/citapa.htm>

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LIBRARY AND INFORMATION RESOURCES: Dominican's Alemany Library provides comprehensive library and information resources. A robust collection of books, journals and reference materials are available in the library as well as online. Reference librarians are available day and evenings to assist you in your research. To access Dominican's library website: www.dominican.edu/Library or call the *Circulation Desk at 415-485-3251*.

REVISIONS TO THIS SYLLABUS:

This syllabus is a guide as planned at the outset of the course. The content of the syllabus may be revised at the discretion of the instructor. Changes in dates, topics or course assignments will be announced in class and will be communicated in writing via email or posted on Blackboard. This syllabus seeks to provide a comprehensive overview of the course requirements and parameters so that we can focus on learning the content and enjoy the experience of learning together. It is not meant to be legalistic or rigid, but to provide appropriate guidelines that enhance your experience with the course.

USE OF E-MAIL AND BLACKBOARD TO COMMUNICATE

Email and Blackboard will be used to communicate with one another in this course. Students and faculty will respond to one another's email within 24 hours. You will have an orientation to learn how to use Blackboard in the early weeks of the course.

I will make some assignments via email and using Blackboard, therefore, each student is required to have access to the Internet. Your Blackboard account will use your Dominican email address. If you want Dominican email to be forwarded to another email address, contact the University's Information Technology Department at 415-257-0123 to arrange for the option.

You will be required to do research on the Internet on specific topics as assigned. If you do not have an internet service provider, you may use computers in Dominican's computer labs and obtain a Dominican University of California email address. Students will access the Blackboard Site at least one time per week. I will provide updates and announcements, along with information related to assignments.

THE AMERICAN WITH DISABILITIES ACT is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. If you believe that you have a disability requiring an accommodation, please contact the *Director of Learning Services in the Academic Advising Support Center at 415-257-0187*.

HONOR CODE AND PLAGIARISM

The advent of the internet and the explosion of information sciences have transformed the ways in which we can access information. It is crucial that the ideas, work and words of others be attributed to the original authors. Please know that any work that is submitted in violation of the Honor Code (as described in the Dominican Student Handbook), or is a form of plagiarism or cheating, will not be tolerated. Plagiarism or cheating will result in immediate failure of the assignment/exam and possible failure and/or expulsion from the course. The Dominican University of California Student Handbook 2003 provides a detailed policy regarding the Honor Code, Academic Honor, Plagiarism, Cheating, and Penalty for Student Acts of Plagiarism or Cheating, Procedures for Students Who Witness an Act of Plagiarism or Cheating and Student Rights. If you have any questions or concerns, please feel free to contact me.

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Course Topics Overview:

- **January 24:** Overview of Leadership and Organizations
 - **Madeliene Albright 7PM in Angelico Concert Hall**
- **January 31:** Leadership Variables: Leadership is a Relationship and Process
- **February 7:** Leadership Qualities, Leadership Skills and Leadership Styles (Deadline for Feb 10)
- **February 14:** Power, Authority and Emotional Competency
- **February 21:** Coaching for Sustainable, Inspired, High Performing Teams
- **February 28** Leadership Oral Presentations
 - **Team 1: Situational Leadership and Contingency Approach**
 - **Team 2: Leader-Member Exchange Theory and Path Goal Theory**
 - **Team 3: Cross Cultural Leadership and Women in Leadership**
- **March 6:**
 - **Team 4: Transformational Leadership**
- **NO CLASS - Spring Break on Mar 13**
- **March 20:** Facilitating Agreement/Meeting Effectiveness; Empowerment of People
- **March 27:** Leading for Results – Effective Planning for Performance , Importance of Vision; Jim Horan, CEO,
- **April 3:** Work on Projects in Teams
- **April 10:** Conflict Resolution and Group Decision Making
- **April 17:** Dimensions of a Healthy Organization , Group Think & Change Leadership
- **April 24:** Corporate Social Responsibility and Ethical Leadership
- **May 1:** Work on Team Projects
- **May 8:** Final Presentations Due

PLEASE NOTE: The dates of the topics may shift depending upon guest speakers.

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