

Applied Organizational Leadership

Mgt. 258
Spring 2008

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Texts: Copyrighted readings available from XANEDU. See access instructions below.
CoursePack ID: 263776, Approximate Cost = \$ 65.00

Additional materials provided on CD and in class

Course Description

This course is designed to help students better understand and personally apply the concept of leadership. It differs from most MBA courses in that the primary goal is *not* merely the acquisition of knowledge and the primary form of instruction is *not* lectures. Instead, the course provides students with an opportunity to develop self-knowledge, practical leadership skills and personal confidence. Each student will be a member of one or more small groups. Several in-class activities will be conducted in these groups. Because the class is highly participative and experiential, it is critical that you attend regularly.

Course Objectives

By the end of this course you should be able to: a) discuss with confidence many of the contemporary perspectives on applied organizational leadership, b) gain insights in to your own leadership potential, c) discover ways to better exploit your individual talents and d) learn how to identify potential leadership mentors and eventually become a mentor yourself.

Methods of Instruction

This course includes lectures, discussions, case studies, role-playing exercises, and presentations. Students are expected to come to class prepared and ready to contribute to the learning experience.

Appraisal

Grades will be determined on the following basis:

Class participation	100pts
Class Journal	100pts
Term Project	200pts
Final Essay (Personal Leadership Philosophy)	<u>100pts</u>
Total	500pts

Class preparation: You must come to class prepared. This means that you are expected to read the assigned material prior to the class meeting. Unannounced quizzes may be used to encourage compliance with this requirement.

Class participation: Be advised that it is impossible to receive an A in this class without active participation in class discussions. Successful participation is defined by two factors: a) the ability to respond to specific questions drawn from assigned readings and cases and b) a demonstrated ability to ask high quality questions.

Term project: This form of this project is very flexible. The only rules are 1) it must deal with the topic of leadership; 2) it must be academically credible; 3) it must be approved by the instructor in advance; and 4) it should be original and creative. Group projects are required. Potential project topics will be provided by the instructor.

(Note: I reserve the right to modify the grading system in response to changing circumstances. All assignments are due on the assigned date; please do not request extensions or exceptions).

Learning Log: Students are required to keep a Learning Log. The form of this Log is open to considerable variation but at a minimum it should be composed to two components. First, a statement of the Specific Knowledge acquired from assigned readings, lecture, class discussion etc. And second, Personal Reflections showcasing the writer's efforts to think through the implications of what has been learned. This is an excellent tool for self-reflection and personal growth. Instructor feedback is available upon request.

Quality Requirements of Written Assignments

All written assignments should reflect the best effort of the student(s). Papers must be proofread prior to submission. Sloppy work will be considered unprofessional and will be graded as such. All written assignments should be typed, with 1-inch margins on both sides. Projects are typically submitted as an attached file in electronic form. When submitted a printed output, avoid the use of plastic folders, staple or paper clip all reports.

Hints for a successful project:

1. Get started early.
2. Be creative.
3. Do something you find personally interesting.
4. Assume the role of a teacher not a student.
5. Seek timely assistance and feedback from you instructor.
6. Get started early.

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COURSE PLAN¹

Jan. 16		The Nature of Leadership	
	Exercise	Toward a Personal Leadership Philosophy	
		<u>Search for a Managerial Philosophy</u>	Ohmann
		<u>Life Philosophies: Bertrand Russell</u>	
		<u>Life Philosophies: Albert Einstein</u>	
		<u>Life Philosophies: Beatrice Webb</u>	
		Leaders and Managers	
Jan. 23, 30		**General Management: A Conceptual Introduction # 396161	Bartlett and Nanda
		** What Leaders Really Do # 90309	Kotter
		<u>How to be a Good Leader</u>	Welch
		<u>Leading Quietly</u>	Badaracco
		Supplemental Resources	
		<u>DDI Insight: What Senior Leaders Do: The Nine Roles of Senior Strategic Leadership</u>	Appelbaum & Paese
	Exercise	Best Manager-Worst Manager (Complete prior to class)	
Feb. 6		Decision Making	
		**How to Choose a Leadership Pattern # 73311	Tannebaum and Schmidt
		<u>Leader Decision Making, Power, and Influence</u>	Daft
		<u>Contributions of Herbert Simon</u>	
		<u>Naturalist Decision Making -- Klein Interview</u>	
		<u>Exercise: How to Give an Order</u>	
Feb. 13		Political Dimensions of Leadership	
		<u>Politics in HR Decisions: A Walk on the Dark Side</u>	Ferris and King
		<u>Politics and the Political Organization</u>	Mintzberg
		<u>Montgomery Ward – Dictatorial and Misguided Leadership</u>	Hartley
		Supplemental Resources	
		<u>Machiavellianism Defined</u>	
		<u>Exercise: Is it Political?</u>	
Feb. 20, 27		Leaders and Teams	
		**The Myth of the Top Management Teams # 97604	Katzenbach
		**Managerial Networks # 9495039	
		<u>Teamwork at the Top</u>	Herb, Leslie, & Price
		<u>Exercise: Personal Network Mapping</u>	
Mar. 5		Leadership Metaphors	
		<u>Business as War</u>	Fuller
		<u>Business as a War Game; Fortune 1996</u>	
		<u>Bill Parcells: The great dictator</u>	
	Exercise	Matching Leaders and Metaphors (Complete prior to class)	

^[1] The course plan is subject to change so be attentive to class announcements.

Mar. 12		Leadership Assessment	
		**What Makes a Leader? # 98606	Goleman
		Is there a science of success?	Lemann
		**Leadership: Do traits matter?	Kirkpatrick & Locke,
		The Misguided Mix-Up of Celebrity and Leadership -- Collins	
		The Strategic Value of Assessment--DDI	
Mar. 17		Spring Break	
Mar. 26		Executive Selection and Staffing	
		A Cognitive Approach to Leadership	Gardner
		Succession Management: The Next Generation of Succession Planning	Leibman et.al.
	Case	High Potential Paradox	
April 2		Entrepreneurial Leadership	
		**The Dark Side of Entrepreneurship # 85609	Kets de Vries
		**The Heart of Entrepreneurship # 85216	Stevenson and Gumpert
		Entrepreneurial Leadership in High-Tech Firms: A Definition and Process	Lydon and Swiercz
		'Everyone Else Must Fail' bio of Larry Ellison	Cohen
April 9		Gender and Leadership	
		Gender Differences in Managerial Behavior: The Ongoing Debate # 495038	Ibarra and Daly
		**The Power of Talk: Who Gets Heard and Why # 95510	Tannen
		Supplement Resources	
		Rosie the Riveter Defined	
		Women in Corporate Leadership	
		Women - Passport to Opportunity	
Apr. 16		Ethics and Leadership	
		Leadership: Between a Rock and Hard Place	DeRemer
		The Fall of a Dot-Com	Business Week
		** Heroes or Villains? Corruption and the Charismatic Leader	DeCelles and Pfarrer
	Case	Quimet-Tomasso: An Experiment in Secular Spirituality	
		Supplement Resources	
		How to Make the Enron Gang Pay	
		Parable of the Managerial Role	
Apr. 23		Discussion: My Personal Leadership Philosophy	
		http://www.hbs.edu/leadership/database/industry/	
		HBS 20 th Century Greatest Business Leaders	

** Indicates articles in Xanadu packet.

SAMPLE