LEADERSHIP (MGT/MGP 291)

Leadership - will focus on Leaders in Business and Industry. The class will discuss in great depth the concepts in Leadership and how to impact employees, peers as well as managers above you.

In this class we will look at how students from the GSM can influence others and have real impact on their organizations. To become leaders who impact any change efforts successfully, we must know how to learn new leadership skills and behaviors and how to implement them.

We will explore Leadership from numerous perspectives; including readings, group discussions, teamwork and some extraordinary outside resources. These successful leaders are Presidents and CEOs and successful executives who have agreed to donate their time and come as guest speakers to the class.

Invited guest speakers have been asked to discuss their views on Leadership. They will focus on their experiences in leading change efforts as well as management on a day-to-day basis. Dale Carlsen, CEO of The Sleep Train, Bob Eckert, Chairman and CEO of Mattel, Rick Lenny, Chairman and CEO Hershey and Joan Miszak, Vice President, Human Resources of Raley’s are four of the Executives that will be joining us this quarter.

COURSE REQUIREMENTS

Final course grades will be based on student performance on four written assignments, student participation in class discussions and a team presentation.

Written Assignments

Each student will be expected to submit three individual papers that indicate what the student learned from reading the required texts. The analyses should be one single spaced typewritten page long and should be submitted during the week the topic is discussed in class. Individual papers will be graded on a scale from 1-3 and together will comprise 20% of a student’s final grade.

Each student should also form a group with three to five other students to complete a case study of a real leader of an organization or leadership topic. The research for this term paper and class presentation can be carried out using primary sources (e.g., participation observation and/or interviews) or secondary sources (e.g., books, articles, or prepared cases about a target organization). Thus, group members need not have worked in an organization to use it as the subject of their final topic. Final group topics will be presented in class (during the last two sessions) and will be written up in no more than eight double-spaced typewritten pages. The group paper and presentation will be graded on a traditional letter grade scale, and will comprise 80% of a student’s final course grade. Groups must follow the guidelines stipulated below.

1. Groups must speak with me regarding the topic of their final paper sometime before the week of the 5th session. Failure to discuss your
final paper topic with me by the end of this week will result in a one-half grade point deduction from your final course grade (e.g., from A to B+).

2. Groups should obtain approval from me for their final paper topic by the 7th session. Failure to obtain approval for a final paper topic by this time will result in a one-half grade point deduction from your final grade. Groups may change their final paper topic after this time, but they should notify me of any such change as soon as possible. The submission of a final paper on an unproved topic will result in a one grade point deduction from your final course grade (e.g., from A to B).

3. Final papers must be submitted to me on or before December 3rd.

Class Participation

The material covered in this course will be largely learned through in-class discussion and class speakers. For this reason, it is absolutely imperative that all students complete all of the assigned reading before coming to class. It is also imperative that students prepare for our presenters by learning about their companies and prepare questions for them before coming to class. The Professor’s evaluation of the quantity and quality of students whose performance on the final paper and presentation places them on the borderline between two letter grades (e.g., a student who received an A-for his/her work on the final presentation or final paper could receive an A or B+ for the course, depending on the character of his/her contribution to class discussions).

COURSE READINGS


GOOD TO GREAT, by Jim Collins, Harper Collins.

PUTTING THE ONE MINUTE MANAGER TO WORK, by Ken BLANCHARD AND Robert Lorber: William Morrow:
SESSION OUTLINE

10/1 SESSION #1: INTRODUCTION

INTRODUCTION TO THE COURSE
  REVIEW EXPECTATIONS AND SYLLABUS
  REVIEW BOOKS
  SELECT TEAMS
  GET TO KNOW EACH OTHER
  LEADERSHIP POINT OF VIEW

10/8 SESSION#2: LEADERSHIP AND PERFORMANCE

Readings: Putting The One Minute Manager To Work – Paper Due
Video: Words To Lead By

10/15 SESSION #3: SPEAKER: DALE CARLSEN; CEO – THE SLEEP TRAIN

BUILDING TEAMS
Video: “Survival Run”

10/22 SESSION #4: MEET IN TEAMS

DON PALMER AND NICOLE BIGGART – DISCUSSION LEADERS

10/29 SESSION #5: SPEAKER: BOB ECKERT – CHAIRMAN/CEO MATTEL

CRISIS MANAGEMENT
Readings: DOING WHAT MATTERS – PAPER DUE

11/5 SESSION #6: SPEAKER: RICK LENNY – CHAIRMAN/CEO HERSHEY

SPEAKER: BILL COYNE – CEO/PRESIDENT – RALEY’S

11/12 SESSION #7: VETERANS DAY

11/19 SESSION #8: LEADERSHIP AND HUMAN RESOURCES: EMPLOYEE ENGAGEMENT

TOPIC 1. SPEAKER: DR. JOAN MISZAK – VICE PRESIDENT ORGANIZATIONAL EFFECTIVENESS: RALEY’S

Readings: Good to Great – Paper Due
11/26 Session #9: Team Presentations

12/3 Session #10: Team Presentations
In-class discussion of final case analysis