

SOM 795L  
Leadership & Beyond  
Fall 2009

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**Course Description:** Leadership & Beyond

This course will provide an overview of different perspectives and approaches to leadership practice. It will rely on a participative multi-learning approach including “lectures,” experiential exercises, videos, discussion, cases, leader profiles, and leadership development projects. Guest speakers who are knowledgeable about leadership research and/or practice may also be included. A central theme of the course will be to go beyond traditional leadership practices to examine empowering leadership approaches (including the concepts of “self-leadership” and “SuperLeadership”—i.e., the leadership of others to lead themselves) and contemporary leadership challenges such as leading teams. The overall objective of the course is to increase students’ understanding of and ability to apply contemporary leadership knowledge in work situations.

**Texts:**

Afsaneh Nahavandi, The Art and Science of Leadership (5<sup>th</sup> ed.), Prentice Hall, 2009.

Christopher P. Neck and Charles C. Manz, Mastering Self-Leadership: Empowering Yourself For Personal Excellence (5<sup>th</sup> Ed.), Prentice Hall, 2010.

**Learning Methods:**

This class will rely on a variety of learning methods and will especially emphasize a cooperative learning format. Student led discussions and presentations will be combined with instructor facilitated learning experiences and lecturettes. Some specific methods include:

Lecturettes  
Reading assignments  
Class discussion  
Interactive Exercises  
Cases  
Videos  
"Leadership in Action"  
Individual Leadership Development Project  
Book Reports & Leader Profiles  
Leadership Paper and Presentation

## **Evaluation:**

Leadership Paper & Presentation (Team)	1/3
Participation	1/3
Individual Leadership Development Project (including Leader Profile or Book Report)	1/3

## **Class Participation:**

Is strongly encouraged in this course and will account for 1/3 of the course grade. Participation includes "Leadership in Action" discussion leadership for a specific course topic, and individual attendance and participation in all class activities and discussions.

## **Course Project:**

Students will be asked to complete a leadership development project and write a short paper (maximum of 3 pages typed) summarizing their results. Additional supporting appendices can be attached to the back of the paper such as charts or graphs that display project results. A one page summary appendix of the individual interview is usually helpful and 1 Leader profile or book report (see below) is required. Briefly, the project will involve application of a course concept or combination of concepts (e.g., self-leadership or leadership principles and/or techniques) to change your own or to help someone else change their leadership or self-leadership behavior in a desirable way.

More specifically, the project will involve selection by the student of a topic on the subject of self-leadership or leadership. The student will then read or study at least two outside references (books, articles, educational tapes, etc.) on this topic. In addition, an individual who the student believes is especially effective in this area or in some other way is expected to be a good learning source will be identified. The student is asked to interview (talk with) this individual regarding their philosophy, style, suggestions, etc. regarding this topic. Then the student is to apply the new insights and knowledge gained from these sources to develop and implement a plan to positively impact his/her own or someone else's (with the other's consent and involvement) behavior a desirable way.

The final summary paper should identify your project objective (e.g., what behavior(s) you attempted to change), the plan and method you used for attempting the change, the results, and your interpretation of your project (e.g., what did you learn?). Your outside learning references and interview data should be identified (e.g., in a bibliography) and used to help interpret your project and to write your paper. Your final project is due November 6th. A project proposal of a maximum of one page typed summarizing your project objective and plan is due September 25th. Projects will be graded primarily on a credit/no credit basis. However, exceptional projects will be identified as well as projects that receive credit but are considered "below average".

As part of the learning process for the project students will prepare either a leader profile or book report related to the project topic (challenge area), and attach it to the end of their project paper.

## **Leader Profile:**

1) Each student will choose a notable contemporary or historical leader and prepare a brief (two page) profile. The profile should describe the context of the leader and his/her leadership or self-leadership philosophy and/or strategies and behaviors. A key lesson or lessons that can be learned from this leader

should be included. The information sources used should also be identified (e.g., bibliography). Students may be asked to make a brief summary presentation (if time permits) of their leader profile for the class.

**or Book Report:**

2) Each student will choose a book on the topic of leadership or self-leadership and prepare a short (one to two page) book report. The book report should summarize the main points and lessons presented in the book. It should also include a brief summary of the author's background and qualifications. Students may be asked to make a brief summary presentation (if time permits) of the essence of their chosen book for the class.

NOTE: The leader profile or book report should be included as an attachment with the final individual project paper and can be based on one or more of the project outside references. Leader Profiles and Book reports will be graded on a credit/no-credit basis.

**Leadership Paper and Presentation (Team):**

Students will be divided into teams of approximately three or four members. Each team will prepare a short paper (5 pages maximum) that address an actual leadership challenge or opportunity and that proposes a practical strategy for addressing it. The paper should rely on at least 4 outside sources of information (e.g., articles, books, instructional audio or video programs) as well as any other practical sources (e.g., interviews, direct observations) to support ideas and proposals made in the paper.

The paper should clearly describe the leadership challenge or opportunity including any specific elements that require special attention. It should identify the rationale that was used to address the challenge/opportunity as well as supporting information sources. A clearly proposed strategy should be described specifying how existing knowledge on leadership provides the bases for achieving desired results.

Also, at the end of the course (during the last two regular class periods) each team will briefly present ideas developed in their paper. Teams are encouraged to use creative presentation methods (e.g., acting out parts of the issues addressed, using video segments, audience/student involvement, multimedia) to make these short presentations more interesting and effective.

<u>DATE</u>	<u>TOPIC</u>	<u>READING</u>
September 11	The Ghosts of Leadership Past and Present	Leadership* Preface, 1, 3 Mastering Self-Leadership 1
September 12	In Search of Leadership Archetypes: The “Strongman”, “Transactor”, “Visionary Hero”, and “SuperLeader”	Leadership 5
September 25	Contemporary Leadership Challenges (such as Being “Fit to Lead,” Emotional Discipline, Leading Knowledge workers, etc) INDIVIDUAL LEADERSHIP DEVELOPMENT PROJECT PROPOSAL DUE	Leadership 2, 6, 7 Mastering Self-Leadership 10, 11
September 26	Contemporary Leadership Challenges (cont.) Leading the One in the Mirror: Mastering Self-Leadership	Leadership 2, 6, 7 Mastering Self-Leadership (ALL)
October 2	Leading the One in the Mirror: Mastering Self-Leadership (cont.)	Leadership 4, pgs 281-283 Mastering Self-Leadership (ALL)
October 3	Leading Empowered Teams	Leadership 8, 10 Mastering Self-Leadership 7
October 23	Leading in the Face of Change	Leadership 9
October 24	Values and Virtues at Work	Leadership pgs 117-121, 170-177 Mastering Self-Leadership 4 & pgs. 25-31
November 6	The Ghosts of Leadership Future: The Power of Failure, SuperLeadership... INDIVIDUAL LEADERSHIP DEVELOPMENT PROJECT PAPER DUE Begin TEAM LEADERSHIP PRESENTATIONS TEAM LEADERSHIP PAPERS DUE	Leadership 8, pgs 177-182, 281-283 Mastering Self-Leadership 12
November 7	TEAM LEADERSHIP PRESENTATIONS, (CONT.) SuperLeadership and Beyond  Course Review and Conclusion	Leadership 8, pgs 177-182, 281-283 Mastering Self-Leadership 12

\*Leadership = The Art and Science of Leadership, 5th ed.

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