

**UNIVERSITY OF NORTH TEXAS
DALLAS CAMPUS**

LEADERSHIP

Course Information

Course Number/Section MGMT 5870/090
Term Fall 2012
Days & Times Sept 1, 8, 15, 22, 29, Oct. 6, 13, 20
Classroom DAL2 241

Professor Contact Information

Professor Dr. Banu Goktan
Email Address banu.goktan@unt.edu
Office Location DAL2 334
Office Hours Mon. 9:30am – 11:30am; 1:00pm – 2:00pm
 Wed. 8:30am - 11:30am; 1:00pm - 2:00pm
 Tue. 5:00pm – 7:00pm

Course Description

Theories and current research on leadership with emphasis placed on leadership development and specific applications within the organizational setting.
Prerequisites: None

Student Learning Objectives:

1. To gain in-depth knowledge on the topic of leadership.
2. To learn practical tools and methods of leadership that will apply to a variety of organizational structures.
3. To be exposed to successful leaders and their philosophies and personal experiences as leaders.
4. To gain insight about your own personalities, skills, ethics, values, and beliefs as they relate to leading others.
5. To participate in discussion and debate on leadership topics.

Required Textbooks and Materials

There is no required textbook.

Reading Books

Heifetz, R. A. 1994. Leadership without Easy Answers. Cambridge, Massachusetts: The Belknap Press of Harvard University Press.

HBR's 10 Must Reads on Leadership. Harvard University Press.

Mayo, A.J., and Nohria, N. 2005. In Their Time: The Greatest Business Leaders of the Twentieth Century. Harvard University Press.

Simulations

Coursepack link: <http://cb.hbsp.harvard.edu/cb/access/15405844>

Cases/Modules

Leadership_Environmentally Sustainable Supply Chains

Coursepack link: <http://cb.hbsp.harvard.edu/cb/access/15406146>

Leadership_Leadership Change

Coursepack link: <http://cb.hbsp.harvard.edu/cb/access/15406052>

Leadership_Great Business Leaders

Coursepack link: <http://cb.hbsp.harvard.edu/cb/access/15406025>

Leadership_Leading Teams

Coursepack link: <http://cb.hbsp.harvard.edu/cb/access/15405939>

Leadership_Interpersonal Relationships

Coursepack link: <http://cb.hbsp.harvard.edu/cb/access/15407190>

Blackboard

Blackboard will be the method of communication that I will use to post information about the course and grades.

Participation

Participation is evaluated on a pass/fail basis judged by your active presence in the class and in teams. You are expected to attend classes regularly; if you are absent more than two class periods, I reserve the right to lower your grade one full letter. Being absent more than three class periods will result in failure in the course. Each team will turn in a team evaluation form at the end of each project. All team members will complete the form together and sign. Lack of participation in teamwork will affect course grade. Team members will decide how course grade will be affected.

Grading Scale

A= 90-100%

B= 80-89

C= 70-79

D= 60-69

F= 59 and below

Tentative Point Distribution

HBR's 10 Must Reads on Leadership

2 Article presentations per team 10%

Leadership without Easy Answers

2 Chapter presentations per team 10%

In Their Time: The Greatest Business Leaders of the Twentieth Century

Book report 10%

Simulation 1 - Group 5%

Simulation 2 - Individual 5%

Course Module Presentation	20%
FINAL EXAM (Comprehensive)	40%

TOTAL **100 Points**

Course Policies

Class Attendance

For the class to work well and for you to benefit from it, attendance and preparation for each class meeting is essential.

Course Modules:

Course Modules Consist of Articles, Notes, Chapters and Cases. *Each team will present their course module on the date stated in the syllabus. However, each student is expected to read the articles, chapters and notes that will be discussed each week so that they can participate in class discussions. Articles/notes/chapters provide the main concepts discussed in the module and the case discussions. Students can view the learning objectives and subjects covered by clicking on “show details” for each article/note/case/chapter on our HBS course website. Teams should highlight the key concepts that they will focus on in their course module presentation. They should also highlight which concept(s) each article/note/case/chapter refers to.*

The presenting teams are experts in their field and facilitators of group discussion. Each student is expected to come prepared to class ready to participate in class discussions.

Books

There are 3 books assigned in this course.

1. The first book, HBR’s 10 Must Reads on Leadership, consists of 10 articles. Each team will present two articles during the second meeting.
2. The second book, Leadership without Easy Answers, consists of 11 chapters. Each team will be assigned 2 chapters to present in class during week four.
3. Each student is expected to read the book titled “In Their Time: The Greatest Business Leaders of the Twentieth Century” and write a 5 page (double spaced) report on the book. Students will be graded based on their understanding of the book and their ability to critically evaluate the material covered in the book.

Presentation Rules

- Do not read from a document. Explain what you have read, put it into simple words for everyone to understand.
- Make the presentation interesting: Use examples, relate to your experiences, news in the media, ask questions to class, add videos or games etc.
- Do not lose the audience, no one should fall asleep. Your presentation should be interesting.
- What was the main idea/argument in your presentation? Everyone should have a clear idea at the end of your presentation.

Simulations

There are two simulations in this course. The first one, Change Management: Power and Influence, will be completed individually. The second one, Leadership and Team Simulation: everest V2, will be completed as a team. Each one can be purchased through our course website on harvard business press.

Students with Disabilities (ADA Compliance)

The University of North Texas Dallas faculty is committed to complying with the Americans with Disabilities Act (ADA). Students' with documented disabilities are responsible for informing faculty of their needs for reasonable accommodations and providing written authorized documentation. For more information, you may visit the Office of Disability Accommodation/Student Development Office, Suite 115 or call Laura Smith at 972-780-3632.

Academic Integrity

Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of conduct and Academic Dishonesty policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to the Student Code of Conduct at http://www.unt.edu/csrr/student_conduct/index.html for complete provisions of this code.

Student Evaluation of Teaching Effectiveness

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught.

Bad Weather Policy

On those days that present severe weather and driving conditions, a decision may be made to close the campus. In case of inclement weather, call UNT Dallas Campuses main voicemail number (972) 780-3600 or search postings on the campus website www.unt.edu/dallas. Students are encouraged to update their Eagle Alert contact information, so they will receive this information automatically.

Course Outline

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated by Blackboard e-mail.

DATE	LECTURE TOPIC
Week 1	Introduction Team Assignments
Week 2	<p>Book: HBR's 10 Must Reads on Leadership Presentations</p> <ol style="list-style-type: none"> 1. What leaders really do? 2. In praise of the incomplete leader 3. Discovering your authentic leadership 4. 7 transformations of leadership 5. What makes an effective executive? 6. The work of leadership 7. The crucibles of leadership 8. Why should anyone be led by you? 9. What makes a leader? 10. Leadership the triumph of humility and fierce resolve
Week 3	<p>Course Module: Interpersonal Relationships</p> <p><i>Articles:</i></p> <ul style="list-style-type: none"> • What your Leader Expects of You • Becoming the Boss <p><i>Cases:</i></p> <ul style="list-style-type: none"> • Jamie Turner at MLI, Inc. • Who's in Charge: The Jim Davis Case • Medisys Corp.: The IntensCare Product Development Team • Alan Kendricks at Cardiology Associates <p><i>HBS Note:</i> Managing Your Career <i>HBS Chapter:</i> I'm the Boss: Don't Depend on your Formal Authority</p> <p>Simulation:</p> <ul style="list-style-type: none"> • Change Management: Power and Influence
Week 4	<p>Simulation</p> <ul style="list-style-type: none"> • Leadership and Team Simulation: Everest V2 <p>Course Module: Leading Teams</p> <p><i>HBS Note:</i></p> <ul style="list-style-type: none"> • Leading Teams • Note on Team Process <p><i>HBS Chapter:</i></p> <ul style="list-style-type: none"> • Be Clear About How Your Team Works: Foster the Right Team Culture

	<ul style="list-style-type: none"> • Leadership Across Group Divides: The Challenges and Potential of Common Group Identity <p><i>Case:</i></p> <ul style="list-style-type: none"> • RL Wolfe: Implementing Self-Directing Teams • Acme Medical Imaging <p><i>Article:</i></p> <ul style="list-style-type: none"> • Managing Multicultural Teams
Week 5	<p>Course Module: Great Business Leaders The Importance of Contextual Intelligence</p> <p><i>Article:</i></p> <ul style="list-style-type: none"> • The Making of an Expert • How to bounce back from adversity • What leaders really do • What Makes a Leader <p><i>Book:</i></p> <ul style="list-style-type: none"> • In their Time <p><i>Case:</i></p> <ul style="list-style-type: none"> • Bill Gates and Steve Jobs • General Electric's 20th Century CEOs
Week 6	<p>Course Module: Leadership Change</p> <p><i>Articles:</i></p> <ul style="list-style-type: none"> • Leading Change: Why Transformation Efforts Fail • Five Messages Leaders Must Manage • Leadership Lessons from India <p><i>Book Chapter:</i></p> <ul style="list-style-type: none"> • Make a Change Stick: Toward Successful Large-Scale Change <p><i>Cases:</i></p> <ul style="list-style-type: none"> • GE's Two-Decade Transformation: Jack Welch's Leadership • Gordon Bethune at Continental Airlines • GE's Talent Machine: The Making of CEO • Prudential UK: Rebuilding a Mighty Business <p><i>HBS Note:</i></p> <ul style="list-style-type: none"> • Leading Change <p>Course Module: Environmentally Sustainable Supply Chains</p> <p><i>Cases:</i></p> <ul style="list-style-type: none"> • McDonald's Corp: Managing a Sustainable Supply Chain • FIJI Water: Carbon Negative? • WalMart's Sustainability Strategy • Aspen Skiing Company <p><i>HBS Note:</i></p> <ul style="list-style-type: none"> • The Cage-Free Egg Movement

	<ul style="list-style-type: none"> • Green Supply Chains • Carbon Footprints: Methods and Calculations <p><i>HBR Article:</i></p> <ul style="list-style-type: none"> • Don't Tweak Your Supply Chain-Retink it End to End
Week 7	Leadership Without Easy Answers Chapter Presentations
Week 8	Final Exam
	Book Reports Due