

L&S 130 X LEADERSHIP IN THE 21ST CENTURY

Second Semester, 2011 – 2012

7:30 – 9:00 a.m. Tuesdays & Thursdays SOM 210

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I. Course Description:

Our course aims to introduce our class participants to the different types and styles of leadership and prepare them for their future roles as managers in their respective organizations and communities.

II. Objectives:

At the end of the course, the student will be expected to have:

1. Learned the of evolution of the leadership patterns in relation to the country's phase in the development of civilization: the agricultural, industrial and the post-capitalist;
2. Examined assumptions on leadership and followership in relation to their relevance given the changes that have occurred in contemporary society;
3. Discovered their own leadership styles;
4. Determined whether leaders are made or born, and how leaders can be effective in industry and in government and non-profit organizations;
5. Distinguished between leaders and managers;
6. Differentiated between creating from problem solving
7. Experienced the interconnection of leadership and community-making;
8. Learn from the great models of leadership in the world;
9. Been exposed to different leadership patterns, with emphasis on servant leadership;
10. Applied what they had learned from their readings, research, interviews with selected leaders in the community;
11. Assimilated concepts and practices taken up during the class discussions;
12. Developed a paradigm shift towards an awareness and commitment to a real world-class leadership and followership relevant to the needs and aspirations of the 21st Century.

III. Methodology:

Concepts and techniques will be learned consciously through discussions in the classrooms. The class will have discussions, presentations, lectures, case studies, readings, interviews with workers and leaders in the private and government sectors.

IV. Session Topics:

- 08 Nov11 **Course Orientation, & Leveling of Expectations**
- 10 Nov11 Definitions of Leadership
- 15Nov11 The 21 Indispensable Qualities of A Leader by John Maxwell
Reading: Managers And Leaders – Are They Different? Abraham Zaleznik
Managers or Leaders
Are You A Manager or A Leader (Material)
Quiz: Manager or Leader
- 17Nov11 **Paradigm-Shifting for 21st Century Leadership**
Quiz: Leaders By Warren Bennis & Burt Nanus pp. 1 – 17
Reading: What Leaders Really Do? John Kotter HBR
- 22Nov11 Quiz: On What Leaders Really Do? John Kotter HBR
Leadership Questions
 - What is the paradox of Leadership?
 - How do you Herd Cats?
 - Fifty Leadership Questions
- 24Nov11 **HW #2: What type of a Leader are you?**
Reading: Leadership That Gets Results – Daniel Goleman
Leadership Theories
Trait vs Process Leadership
- 29Nov11 **Leadership Myths & Realities – Robert Allio**
- 01Dec 11 **Organizational Culture (Shein) Group 1**
- 06Dec 11 **The Leadership Challenge (Kouzes & Posner) Group 2**
- 08Dec 11 **John Gardner on Leadership (Gardner) Group 3**
- 13 Dec11 **Emotional Intelligence (Goleman) Group 4**
Reading: What Makes A Leader? – Daniel Goleman - HBR
- 15 Dec11 Mid Term Exams
- 20Dec11 Christmas Break
- 05 Jan12 **Leadership & Self-Deception Group 5**
- 10Jan12 **The 21 Irrefutable Law of Leadership (John Maxwell) Group 5**
- 12Jan12 **Leadership & The One Minute Manager (Ken Blanchard) Group 7**
- 17Jan12 **Servant Leadership Group 8**

- 19Jan12 **Heroic Leadership (Chris Lowney) Group 9**
- 24 Jan 12 **Discussions on Heroic Leadership**
- 26 Jan12 **Discussions on Heroic Leadership**
- 02Feb12 **Drucker – Challenges on the 21st Century Group 10**
- 07Feb12 **Seven Faces of Leadership Group 11**
- 10Feb12 **Last Lecture**
- 14Feb12 **FINAL EXAMS WEEK**

V. Course Requirements:

1. Short Quizzes will be given at the beginning of the class (10%).
2. HW & Reflection Papers (20%)
3. Individual Participation in Class (10%)
4. Presentations of Projects (20%)
5. Mid-Term Exams (20%)
6. Final Exams (20%)
7. We will follow ADMU's Grading System.

VI. Classroom Policies:

1. Everyone is expected to be prompt. More than six absences will result in a final grade of "W"
2. The instructor will notify the class beforehand through the class representative if he will be late or absent.
3. Written Assignments should be word processed on font size 11 Arial or Times New Roman, on **A4 Sized Paper**.
4. All written assignments must be submitted at the beginning of class.
5. Please type your name and sign the written paper.
6. The dress code will be followed.

Group 1 - Organizational Culture & Leadership

Shein, Edgar H. (1985) *Organizational Culture & Leadership*. San Francisco: Jossey-Bass HD 58.7.S33
Chapters 1, 5, 10, 11 and 14; pp. 5-21; 122-136, 223-269, and 311-327

Group 2 Kouzes/Posner Leadership Framework

Kouzes, James M & Posner, Barry Z (1995) *The Leadership Challenge*. San Francisco: Jossey-Bass
HD 57.7.K68 1995
Chs. 1,2,4,8, and 13; pp.3-31,62-88, 180-206, and 317-340.

Group 3 - John W. Gardner on Leadership

Gardner, John W (1990) *John W Gardner on Leadership*. New York, The Free Press

Group 4 - Emotional Intelligence

Salovey, Daniel (2002) *Primal Leadership: realizing the power of emotional intelligence*. Boston: Harvard Business School Press
HD 57.7.7.G66
Chs. 1,2,4,6,8, and Appendix B; pp. 3-31, 53-69,91-112,130-168,253-256

Group 5 - Leadership and Self-Deception

Arbinger Institute(2000). *Leadership and self-deception: getting out of the box* San Francisco, Berrett-Kohler Publishers, Inc.

Group 6 – The 21 Irrefutable Laws of Leadership

Maxwell, John C. (2007), *The 21 Irrefutable Laws of Leadership*, Thomas Nelson

Group 7 - Leadership & the One Minute Manager (Ken Blanchard)**Group 8 - Servant Leadership**

Spears, Larry (1995) *Reflections on Leadership : How Robert K. Greenleaf's theory of Servant Leadership influenced today's top management thinkers*. New York: Wiley HD 57.7.R44 Chs. 7, 18, 20; pp. 87-98; 194-197; 217-240

Greenleaf, Robert K. (2002) *Servant Leadership; a journey into the nature of legitimate power and greatness*. New York: Paulist Press HM1241.G74.2002 Chs. Fwd, 1, 4, and aftwd; pp. 1-13, 21-61,147-175, and 343-359.

Group 9 - Heroic Leadership

Lowney, Chris (2003) *Heroic Leadership*. Chicago: Loyola Press. Pp. 13 – 61;277-295

Group 10 – Peter Drucker

Drucker, Peter F (2002) *Managing in the next society*. Oxford: Butterworth/Heinemann HD31.D77339 Chapter 6; pp. 79 – 108
Drucker, Peter F (1999) *Management Challenges for the 21st Century*. New York: Harper Business. HD30.27.D78
Chapters Intro., 3, and 6; pp. 17-22; 71-93, and 161-195

Group 11 - The Seven Faces of Leadership

Allio, Robert J. (2003) *The Seven Faces of Leadership*. New York McGraw-Hill

Group 12 – Heart of Change - John Kotter

Kotter, John P. (2002) *The heart of change: real-life stories of how people change their organizations*. Boston: Harvard Business School Press HD58.8.K645 Chs. Intro, steps 1-5, conclusion; pp. 1-123, and 179-185

Kotter, John P (1996) *Leading Change*. Boston: Harvard Business School Press

Group 13 – Seven Habits of Highly Effective People

Covey, Stephen (1989) *The Seven Habits of Highly Effective People*