The Challenge of Leadership
EMBA: Summer 2006

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Office hours: By appointment

Course times: May 8th – 12th, 2006, 8.00 am to 5.00 pm.

Location: Center for Leadership and Innovation

COURSE DESCRIPTION

This class examines the challenges of contemporary leadership in modern organizations. The approach is highly participative and the skills and competencies of effective leadership are explored through interactive exercises, discussion, and case studies. Key theories and models of leadership are presented with strong emphasis on the role of leaders in the management of change and strategy execution. Leadership development is explored in relation to the individual, teams and the organization. Students are given the opportunity to analyze leadership and change management in organizations of their own choosing.
COURSE PURPOSE AND LEARNING OBJECTIVES

This class has three major themes:

1. Learning about the essential characteristics of effective leadership from examples in current business, history, case studies, videos, and guest speakers

2. Exploring classical and modern theories and practices of leadership and leadership development

3. Deepening the student’s self knowledge of his/her own leadership competencies and the construction of a personal leadership development strategy

Specific learning objectives include the following:

1. Understanding the difference between leadership and management

2. Examining the traits and characteristics of effective leadership in different settings

3. Understanding the role of leadership in the change management process

4. Building individual leadership skills and capabilities through practice, feedback and reflection

5. Developing abilities in coaching and teaching others the skills of leadership

6. Developing understanding of leadership competencies that can be used in different directions, e.g. vertically (subordinates and superiors), horizontally (peers), and in networks (stakeholders)

TEXTS

The following textbook is required for this course:


An additional highly recommended text is:


WEBSITES

ANGEL will be used for posting of PowerPoint slides, articles and communication. Students should also consult: http://ruby.fgcu.edu/courses/sdrew/man6266/surveys.html
**READINGS**

I. The following are *recommended pre-reading* for the course:


II. The following *optional readings* will be used as material for individual presentation during the course. You will be required to study at least one of these in depth:


III. The following articles will be used for class discussion and team case presentations:


INSTRUCTOR BACKGROUND

Dr. Drew teaches strategic management, organizational change, leadership, technology and innovation, and international business. Most recently he taught at University of Washington, Seattle on the Technology Management MBA program. He was previously Associate Dean, Chair and Professor of Management at the University of East Anglia in the U.K. He has extensive teaching experience in the U.S., Canada, U.K., Europe, Africa and the Middle East. His research interests include business strategy, innovation, management of change, and corporate governance. He has published numerous articles in peer reviewed journals. Prior to his academic career he held executive and managerial positions with multinational firms such as IBM, Shell, Bank of Montreal, Nortel and Ernst & Young. He is involved in business associations, executive development and consulting.

COURSE GRADING

Grade Breakdown:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Team case presentation (2 worth 20% each)</td>
<td>40 %</td>
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<tr>
<td>Individual article presentation</td>
<td>10 %</td>
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<tr>
<td>Class participation</td>
<td>30 %</td>
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<tr>
<td>Individual reflective essay</td>
<td>20 % (due June 2\textsuperscript{nd})</td>
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</tbody>
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Grading Scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>93% +</td>
</tr>
<tr>
<td>A-</td>
<td>90 - 92.5%</td>
</tr>
<tr>
<td>B+</td>
<td>87 - 89.5%</td>
</tr>
<tr>
<td>B</td>
<td>83 - 86.5%</td>
</tr>
<tr>
<td>B-</td>
<td>80 - 82.5%</td>
</tr>
<tr>
<td>C+</td>
<td>77 - 79.5%</td>
</tr>
<tr>
<td>C</td>
<td>73 - 76.5%</td>
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<tr>
<td>C-</td>
<td>70 - 72.5%</td>
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<td>Below 70</td>
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<td>F</td>
<td>Below 70</td>
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SUMMARY COURSE OUTLINE

Monday May 8th

Morning

• Introduction to the course
• Management and leadership
• Leadership styles and skills
• Developing self awareness
• Exercises and discussion

Afternoon

• Case study – Semco (Semler, 1994)
• Empowering and delegating
• Discussion of change and leadership challenges in participant’s own organizations

Readings

• Whetton and Cameron – Chapters 1 and 8

Tuesday May 9th

Morning

• Leading change
• Building effective teams
• Guest speaker - TBA

Afternoon

• Case study – Home Depot (Charan, 2006)
• Leadership skills development
• Individual presentation(s)

Readings

• Whetton and Cameron – Chapters 9 and 10
• Collins (2005), Kotter (1995), Goffee and Jones (1996)
**Wednesday May 10th**

Morning

- Power and influence
- Leadership and motivation
- Discussions and exercises
- Individual presentation(s)
- Case study – Saving the Business (Ghosn, 2002)

Afternoon

- Visit or guest speaker - TBA

Readings

- Whetton and Cameron – Chapters 5 and 6

**Thursday May 11th**

Morning

- Problem solving and creative decision making
- Managing conflict
- Case study – Tipping Point Leadership (Kim and Mauborgne, 2003)

Afternoon

- Guest speaker - TBA
- Individual presentation(s)
- Discussions and exercises

Readings

- Whetton and Cameron – Chapters 3 and 7

**Friday May 12th**

Morning

- Leadership development
- Managing personal stress
- Coaching, counseling and communications
Afternoon

- Case – Leadership Lessons of Mount Everest (Useem, 2001)
- Class review and wrap up

Readings

- Whetton and Cameron – Chapters 2 and 4

PLEASE NOTE: The instructor reserves the right to adjust this schedule as necessary and any changes will be announced in an early class.

GUEST SPEAKERS AND VISITS

Further details will be announced in the first class.

ASSIGNMENTS

I. Case study – teamwork (40%)

Each team must make two presentations on the assigned cases. Discussion questions and further directions will be provided in class.

II. Individual article presentation (10%)

Students will each be assigned one of the optional readings listed above and asked to make a presentation (30 – 45 minutes) to the class which teaches to the topics covered in the article. A further 15 – 20 minutes will be allowed for class discussion of the article. The instructor must be supplied with copies of any slides used and a 1-2 page summary of the article which includes the presenter’s personal opinions and reflections on the article (i.e. not just an abstract). Further instructions will be provided in class.

III. Participation (30%)

Attendance and active involvement in class discussions. Participation in assigned class exercises.

IV. Individual reflective Essay (20%) – Due by June 2\textsuperscript{nd}

This will include:

- Summary of what was learned form the personal assessments developed over the course
- Key learning points for the student from the text, articles, cases, speakers and visits
- Reflection on how the learning points related to the student’s own organization
• A summary personal strategy or plan for further leadership skills development
• Suggestions for the instructor as to how this course might be improved in future sessions

It is strongly suggested that the student begin a reflective diary on the first day of the course that can be used to build this essay. NOTE: this assignment does not require that the student reveal any information that is confidential or personal.

There is no minimum or maximum word length for this assignment, however 3,000 – 5,000 words is suggested. Further instructions will be provided in class.