MET AD 733 SYLLABUS
LEADERSHIP IN MANAGEMENT
PROF. SAMUEL MENDLINGER
SUMMER 2013

Required Textbooks:

Organizational Behavior, Hellriegel and Slocum, Thomson South-Western, 13th edition,

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Office hours: by appointment

Leadership:

The nature and requirements of leadership as both an abstract concept and a realistic need for a society has been debated for as long as societies have needed leaders. Is a leader one who provides an abstract vision for others to follow; is a leader one who can put that vision into practice; is a leader one who can “get up and go”; is a leader one who can inspire others to follow, no matter what; is a leader one who can organize others; is a leader all, some or none of the above? How would Moses, Christ, Paul, Mohammed and the Buddha fit into these categories? How would Buffet, Gates, Ford and Welch? How would Bush, Clinton, Roosevelt, Churchill, Hitler and Mao? How would Marx, Smith and Keynes? Are leadership qualities the same for the United States as they are for Germany as they are for Dubai as they are for Kenya as they are for Brazil? Are leadership qualities the same for teenagers as they are for their parents as they are for their grandparents? Is leadership about shared goals and ambitions or the imposition and implementation of a “leader’s” goals and ambitions? Is leadership about trust and integrity or about getting the job done no matter what? Is leadership art or science or a hybrid of both? Is being a good business manager being a good leader? These and other questions will be examined in this course.

Managers as Leaders:

Most students in this course are primarily concerned about the relationship between leadership skills and management. It is often said that successful companies and organizations have good leaders, but what exactly does this mean, what does it imply and is it really true? We will examine this question as well as the idea that before leaders can lead they must have an honest and thorough understanding of themselves. We will examine the seven areas of competencies that a manager must have: managing oneself, managing communications, managing diversity, managing ethics, managing across cultures, managing teams and managing change.
Course Objectives:

To provide a solid foundation for the student that embraces a systems approach to Leading. This will be accomplished by using a combination of a textbook, additional readings, lectures, group discussions and experiential outdoor training that will communicate the everyday challenges of Leadership. Leadership is also culturally defined and we will examine leadership among cultures.

Experiential Leadership Training:

This part of the course will be done at Boston University’s Sargent Center for Outdoor Education in Hancock New Hampshire and lead by Dr. Rob Rubendall, its director. Founded in 1912, the center has evolved into a year-round conference and education center. The 700-acre site includes 22 miles of trails, a 60-acre pond, wetlands, forests and a floating glacial bog. You will be staying in small rustic cabins or lodges. During the long weekend your time will be divided into outdoor leadership exercises and training programs aimed at fostering the skills needed to be both a good leader and a good team member, and class work. All meals will be provided by the center. You will receive via e-mail directions and what to bring.

Expectations From The Students:

Students are expected prepare for each class. This included not only doing the required readings but also preparing the exercises for that date. These exercises are aimed so that the student will gain a better understanding and insight of the student’s leadership behaviors and subsequently help the student to develop the competencies needed to become successful employees, managers and leaders. Therefore be as objective as possible in answering these exercises. A final will be given in class. All cases are to be handed in no later than the date assigned in the syllabus. The evaluation of a classmate will be based on observations and knowledge obtained from the experiential and class work parts of the course (to be explained in class). Attendance for all classes and Sargent Center is mandatory. If for any reason you can not come to a class, please notify me as soon as possible with confirmation letter(s).
## COURSE SCHEDULE

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<thead>
<tr>
<th>Date</th>
<th>Chapters/Case Study</th>
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| May 22 | Introduction – Chapters 1,2  
Exercise: p 27-28 - prepare for first class  
Case Study: Accenture’s Work-Life Balance Programs pp. 29-30 |
| May 29 | Chapters 3,4  
Exercises: pp. 78,79,82,87,89,97,98,118,127  
Case Study: Larry Ellison at Oracle Computer. P. 100 |
| June 3 | Chapters 5,6  
Case Study: Joe Salatino, President of Great Northern American.  
P. 155. |
| June 5 | Chapters 7,8  
Exercise: Hutch’s class exercise |
| June 7-9 | Experiential Leadership Training – Sargent’s Center, Peterborough  
New Hampshire |
| June 17 | Chapters 9,10,11,12  
Exercises: pp. 301  
| June 19 | Chapter 16 - Final – in class – also the evaluation of a classmate is to be submitted. |

## GRADES

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<td>Final</td>
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<td>Case Studies</td>
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<tr>
<td>Class Participation and Experiential Learning</td>
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<tr>
<td>Evaluation of a Classmate</td>
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