

LEADERSHIP FOUNDATIONS 1 (Mgt. 461A) COURSE SYLLABUS

Faculty Instructor:

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Course Objectives

The objectives of Leadership Foundations 1 (LF 1) are to a) further develop your Leadership and Team Building knowledge and capabilities, and b) introduce you to several of the academic areas represented in the EMBA Program, such as Finance, Marketing, and Management & Organizations.

Leadership and team building will be taught—learned—primarily through various experiential activities, including self-assessment tools, exercises and simulations. Information about major academic areas in the EMBA program will be provided through faculty lectures, case assignments and group presentations. You'll be actively engaged in these presentations throughout the week.

As a result of your participation in LF 1, we believe that you'll gain an appreciation of the excellent education that you'll receive as an Anderson MBA student. We also believe that you'll see how important it is to work with your teams to “stay on top of the material” and to develop strong study habits that will serve you well throughout the two years of the program.

Beyond academics, this course also provides a wonderful first opportunity for you to get to know your classmates as well as the EMBA Program staff and some of the Anderson School faculty. Together, the EMBA faculty, students and staff form a vibrant Learning Community of which you are now a member.

Advance Preparation

Prior to the start of the LF 1 course, you will receive a packet containing the course syllabus, advance readings, and related material. **It is essential that you complete all assigned readings (including cases) prior to the start of the course.** This is because the course is compressed into one week and features a highly intensive learning experience. While you will have some time during the week to review the readings and notes that you have made about them, there is insufficient time to complete the readings during the course itself.

In addition to completing the readings, **you should prepare a draft of your Leadership Map prior to the start of the LF 1 course.** In this draft, which should be no longer than three (3)

pages, you should 1) briefly summarize your leadership aspirations, 2) identify and discuss your main leadership strengths and limitations, and 3) include a preliminary Leadership Development plan for your two-year EMBA Program. There will be designated times during LF 1 for you to revise and finalize your Leadership Map and to discuss your map with a small group of peers before you submit your Map. Please also be sure to bring your course packet with you to LF 1.

Study Groups

One of the objectives of LF 1 is to help you establish productive individual and team (group) study skills that will enable you to get the most out of the EMBA program. To help do so, you will be placed in a study group which will undertake various assignments and activities during the LF 1 course. Your study group will continue intact through the fall and winter quarters of the first year of the EMBA Program.

Grades

LF 1 is a required course in the EMBA Program and will be graded on a Satisfactory/Unsatisfactory basis. The requirements for achieving a satisfactory grade in the course are as follows:

- (1) Punctual attendance at **all** scheduled class sessions, including group sessions
- (2) Completion of **all** assignments, including group assignments
- (3) Active participation in **all** individual and group activities. Active participation is defined as conducting yourself in class and in group discussions in a manner that contributes to others' learning, and "doing your fair share" in group assignments
- (4) Completion and submission of your Leadership Map at the end of the course. If your Leadership Map is deemed unsatisfactory by the teaching faculty, you will be given an opportunity to revise and resubmit your Map shortly after the end of the course.

EMBA Leadership Foundations 1 (Mgt. 461A)
Readings and Assignments

Sunday

- D. Ancona. 2005. "Leadership in an Age of Uncertainty." Research Brief. Cambridge, MA: MIT Leadership Center, pp 1-4.
- T.A. Judge, J.E. Bono, R. Llies & M.W. Gerhardt. 2002. "Personality and Leadership: A Qualitative and Quantitative Review." What we know About Leadership Effectiveness and Personality." Journal of Applied Psychology, 87 (4): 765-780.
- J. Wooden & S. Jamison. 2005. "Part I: The Foundation for My Leadership." In Wooden & Jamison, Wooden on Leadership. New York: McGraw-Hill, p. 2.
- Case: The House That Branson Built: From Counter-Culture to Corporate Culture

Monday

- D. Lewin. 2011. "Leadership Map Assignment."
- Birkman Instrument (to be distributed; to be completed and returned by August 21, 2011)
- Marketing Question Sheet (to be completed and returned by August 29, 2011)
- D. Court. 2007. "The Evolving Role of the CMO." The McKinsey Quarterly, #3.
- S. Gupta & S. Han. "Cyworld: Creating and Capturing Value in Social Network." Harvard Business Review, November, 2008, pp. 1-18.
- B. Comstock, R. Gulati & S. Liguori. 2010. "Unleashing the Power of Marketing." Harvard Business Review, October. R1010H.

Tuesday

- R. J. Lewicki, D. M. Saunders & J. W. Minton. 2001. "The Nature of Negotiation." In Lewicki, Saunders & Minton, Essentials of Negotiation, 2nd Ed. Boston, MA: McGraw Hill/Irwin, pp. 1-21.
- Acquisition of Rio Copa Foods: A Negotiation Simulation, "Instructions" and "Final Contract Form."
- Case: TBA

Wednesday

- No Readings or Cases

Thursday

- J. Hackman. 2002. "Thinking Differently About Teams." In Hackman, Leading Teams: Setting the Stage for Great Performances. Boston, MA: Harvard Business School Press, pp. 233-256.
- **Completed Leadership Map Due by 12:45pm**

Please also note that during fall quarter 2012, two additional class sessions of Leadership Foundations will be offered (as Mgt. 461B), specifically as follows:

Sunday

- Leadership Odyssey, also known as the "ropes course," focusing on team-building and development. (All day at Sunset Canyon Recreation Center).

Saturday

- 10,000 Mile Checkup, focusing on process and performance strengths and limitations of study groups.