



The Peter F. Drucker and Masatoshi Ito Graduate School of Management
Claremont Graduate University

MGT 413: Advanced Seminar in Leadership

Term: Fall 2009
Day/Time: Thursday, 4:00 – 6:50 PM
Location: B-26

Professor: Craig L. Pearce, Ph.D.
Office Hours: By Appointment
Office Telephone: 909-607-9248
E-Mail: craig.l.pearce@gmail.com
Faculty Support: Kathy Holden, 909-607-9061, kathy.holden@cgu.edu

This course will address the cutting edge issues in leadership. This course will be discussion, analysis and experientially based with small amounts of lecture to provide the general framework for class discussion. We will also be drawing heavily on the arts and literature to uncover important lessons for leadership. This course will meet on Thursday afternoons beginning September 3rd. We will not meet October 29th or November 26th. The course will end on December 17th.

Most class sessions will be comprised of four components: (1) a film that will be viewed prior to the class session; (2) a couple of professional articles or book chapters; (3) a couple of short stories; and (4) artistic works. Depending on class size, you will be placed in teams. The primary responsibility of individuals/teams will be to develop discussion questions related to the film, the articles or the short stories. These questions will need to be emailed to all participants at least 2 days before class. One individual or team will also be responsible for identifying and presenting some artistic work (e.g., poetry, myths, fairy tales, paintings, sculptures, music, video clips, etc.) that relates to the theme of the class session. The responsibility for each of these activities will rotate on a weekly basis.

Throughout the course we will address such issues as: the fundamental types of leadership; the role of perceptions; ethical considerations; the role of power; the importance of culture; the importance of socialization; the importance of communication; the importance of motivation; the importance of managing conflict; and the importance of managing change. Your project for the course will be to develop a class session modeled on those provided during the course.

1. Develop an understanding of the four fundamental types of leadership including the impact of each within organizations.
2. Develop an understanding of shared leadership, when it is appropriate and how to encourage it.
3. Develop an understanding of the role of perception in the leadership process.
4. Develop an understanding of the role that ethics play in the leadership process.
5. Develop an understanding of the role that power plays in the leadership process.
6. Develop an understanding of the importance of culture in the leadership process.
7. Develop an understanding of importance of socialization in the leadership process.
8. Develop an understanding of importance of communication in the leadership process.
9. Develop an understanding of importance of motivation in the leadership process.
10. Develop an understanding of importance of conflict management in the leadership process.
11. Develop an understanding of importance of change management in the leadership process.
12. Apply the tools learned in the course to create a class session.

Class Policies

1. Regular attendance and preparation for class are expected and will be taken into account in the grading process. A maximum of two class absences are allowed but the professor must be notified in advance of such an absence.
2. It is the student's responsibility to turn in assignments on time. No make-up assignments will be given except under the most extraordinary of circumstances.
3. Course grades will be determined on the following basis:
 - a. Class project presentation (20%)
 - b. Class project paper (30%)
 - c. Class participation (50%)

Conduct: In all work the Honor Code will be strictly observed.

Books:

- Manz, C. C. & Sims, H. P., Jr. (1995). Company of Heroes. New York: Wiley. ISBN: 0-471-05528-X.

Films (will be viewed outside of class time):

- GungHo
- One Flew Over the Cuckoo's Nest
- M*A*S*H
- Full Metal Jacket
- Flight of the Phoenix
- Miracle Worker
- Norma Rae
- Lord of the Flies
- Pygmalion

Readings:

Alper, S., Tjosvold, D. & Law, K. S. (2000). Conflict Management, Efficacy, and Performance in Organizational Teams. *Personnel Psychology*, 53, 625-642.

Bass, B. M. (1990). From Transactional to Transformational Leadership: Learning to Share the Vision. *Organizational Dynamics*, 18(3), 19-32.

Badaracco & Ellsworth, R. (1990). Quest for Integrity, Executive Excellence, February, 3-4.

Barthelme, D.,(1991).The King of Jazz. In S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp. 137-141). Boston: PWS-Kent.

Beaubien, E. E. (1997). Motivation Myths. *Executive Excellence*, 14,20. Cottringer, W. (1997). Conflict Management. *Executive Excellence*, 14(8),6-8. De Geus, A. (1997). The Living Company. *Harvard Business Review*, 75(2), 51-59.

Chposky, 1., & Leonsis, T. (1991). The Inner Circle. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (Pp. 191-196). Boston: PWS-Kent,

Coleman, W. (1991). The Seamstress. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 31-33). Boston: PWS-Kent.

Didion, J. (1991). Bureaucrats. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 295-299). Boston: PWS-Kent.

Donaldson, T. (1996). Values in tension: Ethics away from home. *Harvard Business Review* 74(5),48-58.

Eisenhardt, K. M., Kahwajy, J. L., & Bourgeois, L. J., III. (1997). How management teams can have a good fight. *Harvard Business Review*, 75(4), 77-85.

Emperor's new clothes. (1967). In B. B. Sideman (Ed.), *The world's best fairy tales* (Vol. 2, pp. 19-26). Pleasantville, NY-. *Reader's Digest*.

Ensley, Michael D. & Craig L. Pearce (2001). Shared Cognition as a Process and an Outcome in Top Management Teams: Implications for New Venture Performance. *Journal of Organizational Behavior*, 22: 145-160.

Galsworthy, J. (1991). Quality. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 301-306). Boston: PWS-Kent.

Gardner, W. L., III. (1992). Lessons in organizational dramaturgy: The art of impression management. *Organizational Dynamics*, 21(1), 33-47.

Geeslin, H., Jr. (1991). A Day in the Life of the Boss. In: S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 261-273). Boston: PWS-Kent.

Gherardi, S., Nicolini, D., & Odella, R (1998). Toward a social understanding of how people learn in organizations. *Management Learning*, 29(3), 273-297.

Giacalone, Robert A, Stephen B. Knouse, & Craig L. Pearce. (1998). The Education of Leaders: Impression Management as a Functional Competence. *Journal of Management Systems*, 10(2): 67-80.

Hadad, H. (1991). Memoirs of a Cub. **In** S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp. 205-213). Boston: PWS-Kent.

Haskins, M. E., Liedtka, J., & Rosenblum, J. (1998). Beyond Teams: Toward an Ethic of Collaboration. *Organizational Dynamics*, 26(4), 34-50.

Houghton, S. M., Simon, M., Aquino, K. & Goldberg, C. B. (2000). No Safety in Numbers: Persistence of Biases and Their Effects on Team Risk Perception and Team Decision Making. *Group & Organization Management*, 25(4) 325-353.

Howell, I. M. & Frost, P. I. (1989). A Laboratory Study of Charismatic Leadership. *Organizational Behavior and Human Decision Processes*, 43, 243-269.

Humphrey, J. (1998). Executive Eloquence: A Seven-fold Path to Inspirational Leadership. *Vital Speeches of the Day*, 64(15), 468 -471.

Jackson, S. (1991). The Lottery. In S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp.197-204). Boston: PWS-Kent.

Kafka, F. (1991). A Hunger Artist. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 35-42). Boston: PWS-Kent.

Kaufman, B. (1991). Sunday in the Park. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 143-146). Boston: PWS-Kent.

Larson, E. W., & King, J. B. (1996). The Systematic Distortion of Information: An Ongoing Challenge to Management. *Organizational Dynamics*, 24(3), 49-62.

Machiavelli. (1985). The Prince. In the great books reading & discussion program: Third series (Vol. 3, pp. 201-237). Chicago: The Great Books Foundation.

McConnell, C. R. (1998). Learn What Motivates Your Employees: Look to Yourself. *The Health Care Supervisor*, 16(4), 1-11.

McCoy, B. (1997). The Parable of Sadhu. *Harvard Business Review*. 75(3), 54-

Nadler, D. & Ancona, D. (1992). Teamwork at the Top: Creating Executive Teams that Work. In: Nadler, Gerstein & Shaw (Ed.s) Organizational architecture: Designs for Changing Organizations, (pp. 209-231). San Francisco: Jossey-Bass.

Orwell, G. (1991). Shooting an Elephant. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 91-97). Boston: PWS-Kent.

Parker, D. (1939). You Were Perfectly Fine. In *Here Lies: The Collected Short Stories of Dorothy Parker* (pp. 341-348). New York: The Literary Guild of America.

Parnell, C. L. (1996). Teamwork: Not a New Idea, But it's Transforming the Workplace. *Vital Speeches of the Day*, 63(2), 46-54.

Pascale, R., Millemann, M., & Gioja, L. (1997). Changing the Way we Change. *Harvard Business Review*, 75(6), 126-139.

Parkhouse, G. C. (1991). An Interview with Niccolo Machiavelli. In S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp. 243-250). Boston: PWS-Kent.

Paul, A. M. (1998). Where Bias Begins: The Truth About Stereotypes. *Psychology Today*, 3(3), 52-55.

Pearce, Craig L., & Charles P. Osmond. (1996). Metaphors for Change: The ALPs Model of Change Management. *Organizational Dynamics*, Winter: 23-35.

Pearce, Craig L., & Henry P. Sims, Jr. (2000). Shared Leadership: Toward a Multi-Level Theory of Leadership. *Advances in Interdisciplinary Studies of Work Teams*, 7: 115-139.

Pearce, Craig L. & Henry P. Sims, Jr. (2002). The Relative Influence of Vertical vs. Shared Leadership on the Longitudinal Effectiveness of Change Management Teams. *Group Dynamics: Theory, Research, and Practice*.

Petroski, C. (1991). Footfalls. In S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp. 25-30). Boston: PWS-Kent.

Pietri, P.H. & Harrison, E.L. (1998). Personal Styles in Organizational Life: Judging and Perceiving. *Industrial Management*, 40(1), 10-13.

Penner, J. (1991). This is My Voice. In: S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 275-281). Boston: PWS-Kent.

Pollard, C. W (1997). The Leader Who Serves. *Strategy & Leadership*, 25(5), 49-51

Reichers, A. E., Wanous, J. P., & Steele, K. (1994). Design Implementation Issues in Socializing (and Re-socializing) Employees. *Human Resource Planning*, 17(2), 17-26.

Rousseau, D. M. (1990). Assessing Organizational Culture: The Case for Multiple Methods. In: B. Schneider (Ed.) *Organizational climate and culture* (pp. 153-192) San Francisco: Jossey-Bass.

Roy, D. F. (1960). "Banana Time": Job satisfaction and Informal Interaction. *Human Organization*, 18(1), 159-168.

Siegel, M. (1998). The Perils of Culture Conflict. *Fortune*, 138(9), 257-262.

Smitter, W. H. (1991). Ex-champion Nailer. In S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp. 77-90). Boston: PWS-Kent.

The Ugly Duckling. (1967). In B. B. Sideman (Ed.), *The World's Best Fairy Tales* (Vol. 2, pp. 110-124). Pleasantville, NY: Reader's Digest.

Steers, R. M & Porter, L. W., (1991). *Motivation and Work Behavior*, chapters 1 and 13. New York: McGraw-Hill. Book ISBN: 0-07-060956-X.

Thurber, 1. (1991). *The Catbird Seat*. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 99-106). Boston: PWS-Kent.

Wijnberg, N. (2000). Normative stakeholder theory and Aristotle: The Link Between Ethics and Politics. *Journal of Business Ethics*, 25, 329-34

Session One: Introduction to the course

Articles/Chapters:

Manz, C. C. & Sims, H. P., Jf. (1995). *Company of Heroes*. New York: Wiley, pp. 3-62. Please read the rest of this book at your leisure throughout the remainder of the course.

Pearce, Craig L., & Henry P. Sims, Jf. (2000). Shared Leadership: Toward a Multi-Level Theory of Leadership. *Advances in Interdisciplinary Studies of Work Teams*, 7: 115-139.

Exercise:

We will view several video cases in class.

Session Two: Perception

Film: *Gung Ho*

Articles/Chapters:

Houghton, S. M., Simon, M., Aquino, K. & Goldberg, C. B. (2000). No safety in numbers: Persistence of biases and their effects on team risk perception and team decision making. *Group & Organization Management*, 25(4) 325-353.

Paul, A. M. (1998). Where bias begins: The truth about stereotypes. *Psychology Today*, 3(3), 52-55.

Pietri, P. H., & Harrison, E. L. (1998). Personal styles in organizational life: Judging and perceiving. *Industrial Management*, 40(1), 10-13.

Readings:

Emperor's New Clothes. (1967). In B. B. Sideman (Ed.), *The World's Best Fairy Tales* (Vol. 2, pp. 19-26). Pleasantville, NY: Reader's Digest.

Petroski, C. (1991). Footfalls. In S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp. 25-30). Boston: PWS-Kent.

The Ugly Duckling. (1967). In: Sideman (Ed.), *The World's Best Fairy Tales* (Vol. 2, pp. 110-124). Pleasantville, NY: Reader's Digest.

Session Three: Ethics

Film:

Billy Budd

Articles/Chapters:

Badaracco & Ellsworth, R. (1990). Quest for Integrity, Executive Excellence, February, 3-4.

Donaldson, T. (1996). Values in Tension: Ethics Away from Home. *Harvard Business Review* 74(5), 48-58.

McCoy, B. (1997). The Parable of Sadhu. *Harvard Business Review*. 75(3),54-

Wijnberg, N. (2000). Normative Stakeholder Theory and Aristotle: The Link Between Ethics and Politics. *Journal of Business Ethics*, 25, 329-342.

Readings:

Geslin, H., Jr. (1991). A Day in the Life of the Boss. In: S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 261-273). Boston: PWS-Kent.

Penner, J. (1991). This is My Voice. In: S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 275-281). Boston: PWS-Kent.

Session Four: Power

Film:

One Flew Over the Cuckoo's Nest

Gardner, W. L., III. (1992). Lessons in Organizational Dramaturgy: The art of Impression Management. *Organizational Dynamics*, 21(1), 33-47.

Giacalone, Robert A, Stephen B. Knouse, & Craig L. Pearce. (1998). The Education of Leaders: Impression Management as a Functional Competence. *Journal of Management Systems*, 10(2): 67-80.

Pollard, C. W (1997). The Leader Who Serves. *Strategy & Leadership*, 25(5), 49-51.

Readings:

Machiavelli. (1985). The Prince. **In** The Great Books Reading & Discussion Program: Third Series (Vol. 3, pp. 201-237). Chicago: The Great Books Foundation.

Parkhouse, G. C. (1991). An Interview with Niccolo Machiavelli. **In** S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp. 243-250). Boston: PWS-Kent.

Session Five: Culture

Film:

M*A*S*H

Articles/Chapters:

De Geus, A. (1997). The Living Company. *Harvard Business Review*, 75(2), 51-59.

Siegel, M. (1998). The Perils of Culture Conflict. *Fortune*, 138(9), 257-262. Rousseau, D. M. (1990). Assessing Organizational Culture: The Case for Multiple Methods. In: B. Schneider (Ed.) *Organizational Climate and Culture* (pp.153-192). San Francisco: Jossey-Bass.

Readings:

Hadad, H. (1991). Memoirs of a Cub. **In** S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp. 205-213). Boston: PWS-Kent.

Jackson, S. (1991). The Lottery. **In** S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp.197-204). Boston: PWS-Kent.

Session Six: Socialization

Film:

Full Metal Jacket

Articles/Chapters:

Gherardi, S., Nicolini, D., & Odella, R, (1998). Toward a Social Understanding of How People Learn in Organizations. *Management Learning*, 29(3), 273-297.

Reichers, A. E., Wanous, I. P., & Steele, K., (1994). Design Implementation Issues in Socializing (and re-socializing) employees. *Human Resource Planning*, 17(2), 17-26.

Orwell, G. (1991). Shooting an Elephant. **In** S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 91-97). Boston: PWS-Kent.

Smitter, W. H. (1991). Ex-champion Nailer. **In** S. M. Puffer (Ed.), *Managerial Insights from Literature*, (pp. 77-90). Boston: PWS-Kent.

Session Seven: Communication

Film:

Flight of the Phoenix

Articles/Chapters:

Nadler, D. & Ancona, D. (1992). Teamwork at the Top: Creating Executive Teams that Work. **In**: Nadler, Gerstein & Shaw (Ed.s) Organizational Architecture: Designs for Changing Organizations, (pp. 209-231). San Francisco: Jossey-Bass.

Haskins, M. E., Liedtka, 1., & Rosenblum, 1. (1998). Beyond Teams: Toward an Ethic of Collaboration. *Organizational Dynamics*, 26(4), 34-50.

Parnell, C. L. (1996). Teamwork: Not a new Idea, but it's Transforming the Workplace. *Vital Speeches of the Day*, 63(2), 46-54.

Pearce, Craig L. & Henry P. Sims, Jr. (forthcoming). The Relative Influence of Vertical vs. Shared Leadership on the Longitudinal Effectiveness of Change Management Teams. *Group Dynamics: Theory, Research, and Practice*.

Readings:

Roy, D. F. (1960). "Banana Time": Job Satisfaction and Informal Interaction. *Human Organization*, 18(1), 159-168.

Chposky, 1., & Leonsis, T. (1991). The Inner Circle. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (Pp. 191-196). Boston: PWS-Kent,

Session Eight: Charisma

Film:

Miracle Worker

Articles/Chapters:

Howell, J. M. & Frost, P. J. (1989). A Laboratory Study of Charismatic Leadership. *Organizational Behavior and Human Decision Processes*, 43, 243-269.

Humphrey, J. (1998). Executive eloquence: A Seven-fold Path to Inspirational Leadership. *Vital Speeches of the Day*, 64(15), 468 -471.

Larson, E. W., & King, J. B, (1996). The Systematic Distortion of Information: An Ongoing Challenge to Management. *Organizational Dynamics*, 24(3), 49-62.

Readings:

Parker, D. (1939). You Were Perfectly Fine. In *Here Lies: The Collected Short Stories of Dorothy Parker* (pp. 341-348). New York: The Literary Guild of America.

Thurber, 1. (1991). The Catbird Seat. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 99-106). Boston: PWS-Kent.

Session Nine: Conflict

Film:

Lord of the Flies

Articles/Chapters:

Cottringer, W. (1997). Conflict Management. *Executive Excellence*, 14(8),6-8.
Eisenhardt, K. M., Kahwajy, J. L., & Bourgeois, L. 1., III. (1997). How Management Teams Can Have a Good Fight. *Harvard Business Review*, 75(4), 77-85.

Ensley, Michael D. & Craig L. Pearce (2001). Shared Cognition as a Process and an Outcome in Top Management Teams: Implications for New Venture Performance. *Journal of Organizational Behavior*, 22: 145-160. Received **Citation** of Excellence from Emerald Reviews.

Alper, S., Tjosvold, D. & Law, K. S. (2000). Conflict Management, Efficacy, and Performance in Organizational Teams. *Personnel Psychology*, 53, 625-642.

Readings:

Barthelme, D. (1991).The King of Jazz. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 137-141). Boston: PWS-Kent.

Kaufman, B. (1991). Sunday in the Park. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 143-146). Boston: PWS-Kent.

Session Ten: Motivation

Film:

Norma Rae

Articles/Chapters:

Beaubien, E. E. (1997). Motivation Myths. *Executive Excellence*, 14,20. McConnell, C. R. (1998). Learn What Motivates Your Employees: Look to yourself. *The Health Care Supervisor*, 16(4), 1-11.

Steers, R. M & Porter, L. W., (1991). *Motivation and Work Behavior*, chapters 1 and 13. New York: McGraw-Hill. Book ISBN: 0-07-060956-X

Readings:

Coleman, W. (1991). The Seamstress. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 31-33). Boston: PWS-Kent.

Kafka, F. (1991). A Hunger Artist. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 35-42). Boston: PWS-Kent.

Session Eleven: Change

Film:

Pygmalion

Articles/Chapters:

Bass, B. M. (1990). From Transactional to Transformational Leadership: Learning to Share the Vision. *Organizational Dynamics*, 18(3), 19-32.

Pascale, R., Millemann, M., & Gioja, L. (1997). Changing the Way we Change. *Harvard Business Review*, 75(6), 126-139.

Pearce, Craig L., & Charles P. Osmond. (1996). Metaphors for Change: The ALPs Model of Change Management. *Organizational Dynamics*, Winter: 23-35. Received **Citation of Excellence** from Emerald Reviews.

Readings:

Didion, J. (1991). Bureaucrats. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 295-299). Boston: PWS-Kent.

Galsworthy, J. (1991). Quality. In S. M. Puffer (Ed.), *Managerial Insights from Literature* (pp. 301-306). Boston: PWS-Kent.

Articles/Chapters:

Manz, C. C. & Sims, H. P., Jr. (1995). Company of Heroes. New York: Wiley, pp.63-248.

Session Twelve:

Museum Visit

Session Thirteen:

Student Presentations

Session Fourteen: Conclusion and Integration