

MGT 366 Shared Leadership Extreme Edition

Instructors:

Craig L. Pearce and Charles C. Manz

Office: 210 Burkle Building

E-Mail: craig.l.pearce@gmail.com

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Thursday	June 11	6:00 pm - 10:00 pm
Friday	June 12	9:00 pm – 5:30 pm plus evening activity
Saturday	June 13	9:00 am – 5:30 pm

Course Overview

This is an intensive two and a half day course on shared leadership in the wilds of Big Bear, California. Shared leadership, for the uninitiated, is a cutting edge perspective on what it takes to lead effectively in the era of knowledge work. Here are a couple of the highlights of the course. We will begin observing a real jazz band in action, analyzing, interviewing, and exploring how a group of musicians can come together and create something fresh, novel and inventive...on the fly. What leadership skills and techniques do they use? How do they know who should lead and who should follow? Throughout the course we will engage in multiple exercises devised to uncover the secrets to leading in the modern world. The course, of course, is highly experiential and dynamic. For the grand finale participants will be split into teams to apply the lessons learned. The teams will compete to build actual bicycles, which will be donated to needy children. The course will meet Thursday, June 11th through Saturday, June 13th. While we greatly welcome current students into the course, we also greatly welcome prospective students. See you in Big Bear!

Course Objectives

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 a healthy understanding of emotional discipline.

4. Improve self-leadership skills.
 5. Practice giving and receiving feedback in a shared leadership environment.
 6. Practice analyzing the leadership dynamics of a team in action.
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Course Policies

1. Regular attendance and preparation for class are expected and will be taken into account in the grading process. Due to the small number of class sessions a maximum of one class absence is allowed but the professors 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 participation (50%)
 - b. Each participant will choose one of the following three potential assignments:
 1. Shared leadership development plan—3 page plan to be turned in two weeks after last session (50%)
 2. Media project – Each participant will develop a media project in which s/he will clip articles from newspapers and magazines about an organization dealing with issues related to self-and shared leadership. Articles should be highlighted with yellow marker, using the highlighted articles as evidence for the analysis. The analysis should use concepts and frameworks from class readings. The final project will be turned in with a three-page analysis of the organization(s). The participant will turn in two copies of the project. One copy will be returned with a grade. (50%)
 3. Create a classroom exercise for developing shared leadership in organizations. The exercise should require between 30 minutes and two hours to complete. You should provide a three-page write up of the exercise, fully describing how it is to be used. Please use appendices to attach all supporting materials necessary for the exercise. (50%)

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

Course Materials

1. Pearce & Conger (2003). Shared Leadership: Reframing the Hows and Whys of Leadership. Thousand Oaks, CA: Sage. ISBN 0761926232
2. Craig L. Pearce (July 7, 2008). Follow the Leaders. Wall Street Journal, B8, 12.
3. Neck, C. P. & Manz, C. C. (2010). Mastering Self-leadership. Upper saddle river, NJ: Pearson Prentice Hall.
4. Manz, C. C. (2003). Emotional Discipline. San Francisco: Berrett Koehler.
5. Pearce, C. L., Manz, C. C. & Sims, H. P., Jr. (forthcoming). Share the Lead: Stanford University Press.

Important Details:

1. In addition to tuition; the cost of this course is \$400.00 Single or \$300.00 Per Person Double Occupancy. This will be billed directly to your student account.
2. You must register through your department; you will not be able to register for this course on-line. At time of registration we would like to know your room preference.
3. You must sign a WAIVER AND RELEASE OF LIABILITY AGREEMENT at time of registration. You can obtain one from your department Advisor.
4. Check in time is 4:00pm on Thursday, June 11th
5. Check out time is 11:00am on Saturday, June 13th
6. Those interested in staying Saturday night can do so at a discounted rate of \$99.00 + Tax Single/Double. This would need to be confirmed 2 weeks prior with Jodi James so she can reserve the space with the hotel; you will pay the hotel directly for the additional night.
7. Hotel Incidentals are to be paid by Individual(s).
8. Meal inclusions: Thursday night: Appetizers / Friday: Breakfast & Lunch / Saturday: Breakfast & Lunch.
9. Class will be held in the Timbers Conference Room
10. Hotel Information/Directions: <http://northwoodsresort.com/hotels-big-bear-california/menu-id-55.html>