

Leadership Lessons from the Arts and Humanities
MGT 413A
Spring 2008

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Course Summary:

This course draws heavily on the arts and humanities to uncover important lessons for leadership in today's modern organizations. Throughout the course we will address such issues as: the roles of vertical and shared leadership; the role of perceptions; the role of power; the importance of socialization; the importance of managing conflict; and the importance of managing change. Most class sessions will be comprised of reviewing and discussing the leadership lessons derived from 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. Beyond the course materials and class discussions, your project for the course will be to develop a session on leadership lessons from arts and humanities, analogous to one of the sessions of the course. Throughout the course you will be provided with several "tools" to assist you in this process.

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 an understanding of the role of perception in the leadership process.
 4. Develop an understanding of the role that power plays in the leadership process.
 5. Develop an understanding of importance of socialization in the leadership process.
 6. Develop an understanding of importance of conflict management in the leadership process.
 7. Develop an understanding of importance of change management in the leadership process.
 8. Apply the tools learned in the course to a new session on leadership lessons from arts and humanities.
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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. A maximum of one class absence is 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. Leadership lessons from arts and humanities session plan (40%)
 - b. Class participation (60%)

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

Course Materials

Books:

- Manz, C. C. & Sims, H. P., Jr. (1995). Company of heroes. New York: Wiley. ISBN: 0-471-05528-X.
- Puffer, S. M. (Ed.), Managerial insights from literature (pp. 137-141). Boston: PWS-Kent.
- Sideman, B. B. (Ed.), The world's best fairy tales (Vol. 2, pp. 19-26). Pleasantville, NY-Reader's Digest.

Films (will be viewed outside of class time):

- Apollo 13
Gung Ho
One Flew Over the Cuckoo's Nest
Full Metal Jacket
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.
- Center for teaching excellence. Teaching folio. <http://www.cte.umd.edu/library/folio.pdf>
- Cottringer, W. (1997). Conflict management. *Executive Excellence*, 14(8), 6-8.
- Cox, J.F., Craig L. Pearce & Henry P. Sims, Jr. (2003). Toward a Broader Agenda for Leadership Development: Extending the traditional transactional-transformational duality by developing directive, empowering and shared leadership skills. In S. E. Murphy & R. E. Riggio (Eds.) The Future of Leadership Development. (pp. 161-180). Mahwah, NJ: Lawrence Earlbaum.
- 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.
- Gardner, W. L., III. (1992). Lessons in organizational dramaturgy: The art of impression management. *Organizational Dynamics*, 21(1), 33-47.
- 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.
- 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.
- Machiavelli. (1985). The prince. In The great books reading & discussion program: Third series (Vol. 3, pp. 201-237). Chicago: The Great Books Foundation.
- Pascale, R., Millemann, M., & Gioja, L. (1997). Changing the way we change. *Harvard Business Review*, 75(6), 126-139.
- 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.

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

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.

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.

Course Outline

Session 1: 3 April 2008, Overview of Course and the general topic of Leadership

Film:

Apollo 13

Articles/chapters:

Manz, C. C. & Sims, H. P., Jr. (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.

Jonathan F. Cox, Craig L. Pearce & Henry P. Sims, Jr. (2003). Toward a Broader Agenda for Leadership Development: Extending the traditional transactional-transformational duality by developing directive, empowering and shared leadership skills. In S. E. Murphy & R. E. Riggio (Eds.) The Future of Leadership Development. (pp. 161-180). Mahwah, NJ: Lawrence Erlbaum.

Center for teaching excellence. Teaching folio. <http://www.cte.umd.edu/library/folio.pdf>

Session 2: 10 April 2008, The Role of Perceptions in the Leadership Process

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 3: 17 April 2008, The Role of Power in the Leadership Process

Film:

One Flew Over the Cuckoo's Nest

Articles/chapters:

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 4: 24 April 2008, The Importance of Socialization in the Leadership Process

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, J. P., & Steele, K. (1994). Design implementation issues in socializing (and re-socializing) employees. *Human Resource Planning*, 17(2), 17-26.

Readings:

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 5: 1 May 2008, The Importance of Managing Conflict in the Leadership Process

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. J., 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.

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 6: 8 May 2008, The Importance of Managing Change in the Leadership Process

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.

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.

Following the Course

Articles/chapters:

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