

# OPEN DISCOURSE COALITION (ODC)

## LEADERSHIP: THEORY, HISTORY, & PRACTICE

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September 2023

Time: Saturdays, 10:00 AM – 1:00 PM, and 2:00 PM – 5:00 PM

Classroom: ODC Board Room

Common Hour: Tuesday, 6:00-9:00 PM

Office Hours: By Appointment

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Leadership is one of the most widely discussed (and studied) characteristics of the human race. It has existed throughout history and across cultures. It has become more important than ever in the world in which you will live your lives – a world that is complex, paced and networked in ways unimaginable to previous generations.

This course is designed to: (1) integrate perspectives by introducing students to theories of leadership from several disciplines, (2) encourage global thinking by acquainting students with successful leadership models from different periods of history and from different cultures, (3) provide a forum for students to meet, challenge, and be challenged by currently successful leaders from different fields, (4) give opportunities for students to develop their analytical, organizational, evidence-based thinking, and speaking skills in situations requiring leadership.

### **Text and Other Course Materials:**

There will be copies of the text *Leadership: Theory and Practice*, 7th Edition by Peter G. Northouse, available at ODC headquarters for student use. Textbooks do not leave the building. The text is for reference purposes only since the theories that we will be discussing early in the course will all be orally presented by the instructor. If students would like their own physical copy of the textbook, they can order it themselves and ODC will be happy to reimburse up to \$35 (with a copy of the receipt). The reimbursement will be added to the end of their semester stipend. Cases and other course materials are available online. Independently, you will be responsible for evidence gathered about current events as reported in a nationally recognized journal. *The New York Times*, *The Washington Post*, and the *Wall Street Journal* all meet the criteria. Other journals must be discussed with the instructor before they will be accepted. Weekly publications, particularly those with other than American perspectives (e.g., *The Economist*), although not required, could prove to be very helpful. As an addition to case readings, the lead discussants for each case will be required to read additional materials and view at least one video on their subject.

### **Requirements:**

This is an integrative course in both its curriculum and peer learning. Enrollment is limited and diversity of majors is sought. You are encouraged to use any and all knowledge acquired during your years at Bucknell (and before).

Any student who may need accommodation because of the impact of a disability should contact the instructor privately upon acceptance to the program.

You are expected to complete different types of assignments--team and solo; retrospective and prospective.

This seminar is an intense immersion course that will be conducted in a professional setting. As part of that environment, no phones will be permitted in the classroom. The dress code will be business attire or business casual. Before each meeting the instructor will advise the students on the attire for the next meeting.

## Assignments:

### 1. Class Contribution:

Students inevitably enter a discussion with diverse points of view. In this seminar students are encouraged to offer their opinions and supporting evidence without fear of being ostracized. We seek vigorous and rigorous evidence based debates in efforts to find the truth. This seminar aims not to be the kind of safe space where students will not hear views with which they disagree. Rather, it seeks to create a safe environment where students are enabled to express their evidence based opinions in civil debate and at the same time respectfully and politely listen to and learn from opposing viewpoints.

When we study leaders in case discussions, those students not leading the discussion will be judged on their contribution to the case discussion and their individual contribution to enhancing the group's understanding. (Please note that contribution is a function of both quality and quantity, as opposed to participation, which often is a function solely of quantity.) Your class contribution will count for 45% of your final grade in the course.

### 2. Team Assignments: You have been divided into four teams. You are encouraged to meet with your teammates before our first class in order to get to know each other. This will allow us to hit the ground running on Day #1. Your team will collectively prepare and present the following assignments:

Case Discussion: Each team will lead a case discussion. The cases are available via the link in this syllabus. If you have any trouble accessing them, please contact the ODC office manager, Angela Kahler, immediately.

Leading a case discussion requires more than merely reading the case. You will be expected to have read supplemental materials, as well as viewed movies and other video evidence. You will be responsible for employing these other sources of evidence in the class discussion.

Your teams will be known as Deng, Elizabeth, Gandhi and Melville, corresponding with the case for which you will be the lead discussants. Your grade for this assignment will count as 15% of your grade in the course. Your team is **strongly encouraged** to meet with the TA's and (if necessary) the professor **at the latest** one week before your case discussion is scheduled. Max Bean (mb072@bucknell.edu) and Ellie Stephenson (aes041@bucknell.edu) are the TA's. They both excelled in the seminar last September. They are an invaluable resource for you, who will regularly be available during their office hours every Tuesday and Friday afternoon (specific times to be announced during the first class) and by appointment.

Forum with Contemporary Leaders: On September 16, 19 and 23, each class session will consist of a forum with a contemporary leader who will visit our class. Each case team will be responsible for hosting one of the guests. Your leadership of the forum will require researching the history of the guest and the current issues in the field; presenting the history and current status of the issues to the class (no more than 25 minutes); introducing the guest (roughly five minutes), and serving as Chair for the dialogue with the guest (approximately 90 minutes). Your grade for your leadership of the forum will count for 20% of your grade for the course.

Peer Grading: For each of the above team assignments, your grade will be weighted between a team grade assigned by the instructor and an average of peer grades assigned to you by the other members of your team. The peer grading will use a 100-point system in which each team member will have a total of 100 points to distribute among all team members (including him or herself). These grades will be given directly to the instructor no later than 30 minutes after the completion of each assignment. They are to be prepared individually and will be treated confidentially by the instructor.

3. Oral Analyses: On September 30, 2022, each student will make a ten-minute oral presentation to the class, with an additional five minutes for questioning by his/her peers and the instructor. The topic will be predicting the success or failure of one of the two leaders with whom the class has met (excluding the leader you "hosted"). For this assignment you will need to select or create your own predictive model for successful leadership. This assignment will count for 20% of your grade in the course.

**Summary of Grading:**

The course will be graded as follows:

In Class Contribution	45%
Leadership of Case Discussion	15%
Leadership Forum	20%
Oral Analyses	<u>20%</u>
	100%

Students who complete the course with a grade of B- and above will qualify for the Graduation Certificate and its accompanying stipend.

In addition to drawing from the reservoir of knowledge from your Bucknell courses, this course seeks to prepare you for learning after you leave Lewisburg. Successful leaders never stop learning more about a subject. This course is designed to be the keystone of your study and practice of leadership in the years to come.

<b>Date</b>	<b>Class Assignment</b>	<b>Class Leader</b>	<b>Other Assignment</b>
September 2 10:00 AM	Course Introduction	WRG	<a href="#">"Can you Learn to Lead?", Duff McDonald, The International New York Times, April 7, 2015</a> <a href="#">"Ottoline Leyser of UK Research and Innovation: 'If someone disagrees with you, that is a fabulous thing'", Financial Times, July 25, 2022</a> <a href="#">"Talking Across the Aisle", Reed, Harvard Law Today, April 5, 2022</a> <a href="#">"Western Democracies Have A Talent Problem", Ganesh, Financial Times, July 20, 2022</a>
	Leadership Theories	WRG	Northouse, CH 1, 2, 3, 4, 5, 11 <a href="https://corporatefinanceinstitute.com/resources/knowledge/strategy/McKinsey-7s-model/">https://corporatefinanceinstitute.com/resources/knowledge/strategy/McKinsey-7s-model/</a> <a href="#">"Addictive Personality?... Leader", Linden, New York Times, July 23, 2011</a> <a href="#">"Emotional Breakdown", The Economist, April 6, 2013</a> <a href="#">"Homo Administrans", The Economist, September 23, 2010</a> <a href="#">"The Look of a Leader", Schumpeter, The Economist, September 27, 2014</a> <a href="#">"Must Great Leaders Be Gregarious", Cain, The New York Times, September 15, 2012</a> <a href="#">"Shut Up &amp; Sit Down", Rothman, The New Yorker, February 29, 2016</a> <a href="#">"Why You Need Charisma", Kanter, Harvard Bus Rev, September 11, 2012</a>
September 2 2:00 PM	Personal Questionnaire	WRG	
September 9 10:00 AM	<a href="#">Elizabeth I Case</a>	Student Team	Northouse, CH 7 & 15 Gillard and Okonjo-Iweala, Women and Leadership, pages 1-26 (Copy of Book in ODC Office) <a href="#">"Melinda French Gates Has a New..." McKay and Glazer, Wall Street Journal, January 6, 2023</a> <a href="#">"The Obstacles that Stop Women..." Jacobs, The Financial Times, July 17, 2023</a> <a href="#">"Why Women Still Can't Have It All", Slaughter, The Atlantic Monthly, July/August 2012</a>
	<a href="#">Gandhi Case</a>	Student Team	Northouse, CH 8, 10 <a href="#">"It's Time to Abandon the Pursuit for Great Leaders", Walt, Foreign Policy, March 3, 2016</a> <a href="#">"Liu Xiaobo's Unflappable Optimism", Xiaorong Li, The International New York Times, July 13, 2017</a> <a href="#">"The Real Transformational Leader", Gruver, The Patriot- News, December 16, 2010</a> <a href="#">"How Hubert Joly Changed Best Buy Without Everyone Hating Him", Hubert Joly, Wall Street Journal, April 23, 2021</a>
September 9 2:00 PM	<a href="#">Deng Xiaoping Case</a>	Student Team	Northouse CH 9 & 13 <a href="#">"Xi Bans Grumbling", Chaguan, The Economist, June 2, 2022</a> <a href="#">"Deng's Great Leap", French, Wall Street Journal, January 20, 2017</a>

<u>Date</u>	<u>Class Assignment</u>	<u>Class Leader</u>	<u>Other Assignment</u>
September 9 2:00 PM	<a href="#">Billy Budd</a> and <a href="#">Moby Dick</a>	Student Team	Northouse, CH 14 & 16 <i>No Future Without Forgiveness</i> , Desmond Tutu, page 252 (Copy of Book in ODC Office) <a href="#">"PSU Needs an Outside Influence"</a> , Gruver, <i>Patriot-News</i> , February 5, 2012 <a href="#">"The Best Leaders Have Employees..."</a> Hymowitz, Carol, <i>Wall Street Journal</i> , February 10, 2004 <a href="#">"Too Much of a Good Thing"</a> , <i>The Economist</i> , March 26, 2013
September 16 10:00 AM	Frank A. Davis '82	Student Team	
September 16 2:00 PM	Tara L. Garrity '94	Student Team	
September 19 6:00 PM	Peter A. Kadens '00	Student Team	
September 23 10:00	Daniel R. Zappa '94	Student Team	Note – ½ Day Homecoming & Family Weekend
September 30 10:00 AM	Oral Analyses		
September 30 2:00 PM	Oral Analyses Course Conclusion Graduation		

## BIBLIOGRAPHY

### Leadership Theories

- Burns, James MacGregor. (1978) *Leadership*
- Chua, Amy and Rubinfeld, Jed. *The Triple Package* (2015)
- Collins, J. and Hansen, M. (2011) *Great by Choice*
- Covey, Stephen R. (1992) *Principle Centered Leadership*
- Gardner, Howard. (1995) *Leading Minds*
- Ghaemi, Nassir (2011) *A First-Rate Madness*
- Gillard, Julia and Okonjo-Iweala, Ngozi, (2020) *Women and Leadership*
- Gladwell, Malcolm (2008) *Outliers*
- Goleman, Daniel, *et al.* (2002) *Primal Leadership*
- Greenleaf, Robert K, (1970) *The Servant as Leader*
- Heath, Chip & Dan (2010) *Switch*
- Heifetz, Ronald A. (1994) *Leadership Without Easy Answers*
- Hershey, P. and Blanchard, K. H. (1988) *Management of Organizational Behavior*
- Klein, S. M. and Ritti, R. R. (1984) *Understanding Organizational Behavior*
- McChrystal, Eggers and Mangone (2018) *Leaders, Myth and Reality*
- Rost, J.C. (1991), *Leadership for the Twenty-First Century*
- Vroom, V. H. and Yetton, P. W. (1975) *Leadership and Decision Making*
- Walker, Sam (2019) *The Captain Class: A New Theory of Leadership*
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- House, R. J. and Mitchell, T. R. (1974) Path-goal theory of leadership, *Journal of Contemporary Business*
- Kinsley, Michael. "The Power of One," *Time Magazine*, April 21, 2003, p. 86
- Kramer, Roderick M. "The Harder They Fall," *Harvard Business Review*, October 2003
- McCullough, David. "Timeless Leadership," *Harvard Business Review*, March 2008
- Schaeffer, L. D. "The Leadership Journey," *Harvard Business Review*, October 2002
- Schumpeter, "Too Much of a Good Thing", *The Economist*, June 8, 2013

## Case Subjects

### Billy Budd

Video: Billy Budd (Peter Ustinov, Allied Artists Pictures, 1962)

### Deng Xiaoping

Vogel, Ezra F., *Deng Xiaoping and the Transformation of China*  
"Chairman of Everything", *The Economist*, April 2, 2016  
"China's Once and Future Democracy", Schell, *Wall Street Journal*, April 1, 2017  
"Tears of a Rickshaw Driver", *The New York Times*, May 18, 2015  
"The New Tiananmen Papers", Nathan, *Foreign Affairs*, July 2019

### Elizabeth I

[www.elizabethi.org](http://www.elizabethi.org)

Axelrod, Allen. *Elizabeth I, CEO*  
Dunn, Jane. *Elizabeth & Mary*  
Gillard, Julia and Okonjo-Iweala, Ngozi, (2020) *Women and Leadership*  
Haigh, Christopher. *Elizabeth I*  
Hurstfeld, Joel. *The Elizabethian Nation*  
Montella, Erin, *Leaning In Too Far and the Journey Back*  
Sandberg, Sheryl and Scovell, Nell. *Lean In*  
Slaughter, Anne-Marie. *Unfinished Business*  
"As Leaders, Women Rule," *Business Week*, November 20, 2000, p. 75  
"Blazing A Paper Trail in China," *The New York Times*, January 16, 2007  
"Coolidge", Shlaes, Amity  
"Dave's Problem with Women," *The Economist*, October 12, 2013  
"Female CEO's Paychecks Fattest", Krantz, *USA Today*, May 4, 2015  
"For Yahoo CEO, Two New Roles", *The Wall Street Journal*, July 18, 2012  
"Good Queen Bess," *Chronicle of Higher Education*, September 22, 2000, p. 24  
"How a Billionaire Built...", David Barboza, *The International New York Times*, August 1, 2015  
"Ideas the Welch Way," *Business Week*, February 13, 2006  
"Many Women at Elite Colleges. . .", *The New York Times*, September 20, 2005  
"Radical Bold Management...HP," *Business Week*, February 19, 2001, p. 71  
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"The Women Who are Cleaning Up", Baird, *The International New York Times*, July 16, 2016  
"Young American Men Are Facing a Crisis", Scott Galloway, *gen.medium.com*, October 2021

Video: Elizabeth R: Parts 1-6 (British Broadcasting Company, 1971)  
Elizabeth I (Tom Hooper, HBO, 2005)

### Moby Dick

Video: Moby Dick (John Huston, Warner Bros., 1956)

### Mohandas K. Gandhi

Bondurant, Joan V. *Conquest of Violence: The Gandhian Philosophy of Conflict*  
Covey, Stephen R. *Principle Centered Leadership*  
Desai & Vahed, *The South African Gandhi*  
Fischer, Louis. *Gandhi: His Life and Message for the World*  
Fischer, Louis. *The Essential Gandhi*  
Gandhi, M. K. *Gandhi's Autobiography: The Story of My Experiments with Truth*  
Hajari, Nisid, *Midnight's Furies*  
Thoreau, Henry D. *Civil Disobedience*  
"Are Centrist Leaders Bad for America?" *Business Week*, December 27, 1999, p. 33  
"It's Time to Abandon the Pursuit for Great Leaders", Walt, *Foreign Policy*, March 3, 2016  
"The Acceptable Face of Capitalism?" *The Economist*, December 14, 2002, p. 61  
"The Humble Hound", Brooks, *The New York Times*, April 9, 2010  
"What My Dog Taught Me About Leadership", Pietersen, *Ideas at Work*, Columbia Business School, Fall 2016

Video: Gandhi (Richard Attenborough, Columbia Pictures, 1982)