

Fall 2002

# Concepts and Practice of Leadership

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## CONCEPTS AND PRACTICE OF LEADERSHIP - (Leadership II)

Fall 2002

Tuesdays, 09.00 a.m.–11.30 a.m.

Prof. Ahmad Kamal, former Ambassador of Pakistan

### Overview:

The course will build on the work done during the Fall Semester on the components of Leadership and their actual implementation in the real world over the course of history.

The second part of this course over the Spring Semester will be divided into two main halves. The first half will continue with a certain number of new Case Histories, and apply them to actual situations in the contemporary world. The second half will shift focus towards Leadership in the Business World in an era of globalisation where the private sector now plays an increasingly determinant role.

By the end of the course, the student should be able to:

- apply the norms of leadership to most situations of daily life,
- synthesize information and articulately ask questions and state positions,
- explain the role of cultural diversity in global business,
- describe a variety of global business topics and the roles and responsibilities of the relevant national, regional, and international actors involved,
- draft documents and position papers succinctly and convincingly.

### Required Texts:

During the first half of the course, the following fifteen Case Studies will be studied :

*The Iliad of Homer*

*The Odyssey*

*Sophocles' Philoctetes*

*Themistocles of Athens*

*Confucius, Machiavelli, Rousseau -- Studies in Contrast*

*Carl von Clausewitz on War*

*Adolf Hitler*  
*Gandhi*  
*Martin Luther King*  
*The Autobiography of Malcolm X*  
*King David*  
*Jesus and the Gospels*  
*Muhammad*  
*Plato, The Republic*  
*Woodrow Wilson's Leaderless Government*

Hartwick Classic Leadership Cases are available from Oneonta: Hartwick Humanities in Management Institute. (Students do not have to have their own copies of all Case Studies, as each set of sixteen Case Studies can be shared among two or three classmates).

During the second half of the course, the following two books will be studied :

1. *The International Dimensions of Organisational Behavior* -- Nancy Adler.
2. *Managing Cultural Differences* -- Philip Harris and Robert Moran.

List of additional readings:

Warren Bennis Books

- *Managing People Is Like Herding Cats.*
- *On Becoming a Leader.*
- *Old Dogs, New Tricks.*
- *Learning to Lead.*
- *Why Leaders Can't Lead.*
- *Organizing Genius.*

*Principle Centered Leadership*, Stephen Covey

*Lying. Moral Choices and Private Life*, Sissela Bok

*Leadership in Administration. A Sociological Interpretation*, Philip Selznick

*Riding the Waves of Culture Understanding Diversity*, Trompenaars, Hampden, and Turner

*Getting to Past No. Negotiating Your Way From Confrontation To Cooperation*, William Ury.

*Getting to Yes. Negotiating Agreement without Giving In.* Roger Fisher and William Ury.

**Class Policies:**

*Class Participation:* Class participation is essential in this course, and therefore, timely and regular class attendance is mandatory. Class attendance will be marked during the first minute of each class. Attendance will be graded. Except for serious emergencies, and medical reasons, which must be brought to notice immediately over e-mail, absences will not be “excused” during this semester. It should be clearly noted that almost one-third of the Final Grade is dependant on attendance.

*Drafting:* Particular emphasis will be placed in this class on building up an ability to draft homeworks and papers in a grammatically correct and logical manner, in presentations that can carry weight and conviction with the reader. The same will hold true of oral presentations in class.

*Email:* Because of the importance attached to e-mail and web pages, all students must have proper e-mail accounts, and must check them regularly every day. (All email addresses will be collected in the first class). Students should also maintain a group address (Listserv) of all classmates, including the Professor (and the Teaching Assistant, if any), so that messages of common interest can be circulated to all. Blackboard will be used as a user-friendly medium.

(Important Note : Irrespective of subject, ALL messages addressed to the Professor MUST be endorsed to the Teaching Assistant also).

*Reference Formula:* All assignments are to be sent as email attachments in Microsoft Word or WordPerfect formats exclusively. All assignment submissions must also contain the following four-part Reference Formula in THREE places, namely, (a) as the only “subject” of the email; (b) as the only first line of the text of the email; and (c) as part of the “header” of the attached assignment:

(initials of university)-(course symbol)-(initials of student)-(assignment number)

Example of the four-part Reference Formula: SHU-L2-XXX-A# (where SHU stands for Seton Hall University, L2 stands for Leadership II, XXX are the student’s initials in capital letters, and A# is the assignment number).

*Web-Sites:* Each student will be expected to maintain a personal web-page, which will be graded. (Some tips on the quickest means to establish student web-sites will be discussed in the first class). In addition, a Class Web-Page will also be maintained as a group project. Each student will have to provide a personal “thumbnail” picture and a few lines of descriptive text for this Class

Web-Page. Material on the class web-page will include summaries of class notes, and links to the personal web pages of each student reflecting their respective assignments.

## Homeworks

All homeworks and other instructions will be given over Blackboard and through e-mail. All students are therefore expected to provide their e-mail contacts, and to check and respond over this medium regularly. Homeworks are to be sent over e-mail and grading will be done over the same medium.

## Group Assignments

At the very beginning of the semester the class will be divided into groups of 2 students each. These groups will have two different types of assignments for each class.

### *Type A: Preparation of Presentations.*

The assigned group will be responsible for “preparing” the presentation of the day, and will be required to:

1. Submit the summary of the presentation (via email) a full 24 hours before the presentation.
2. Prepare handouts for students for distribution in class.

The presentation should consist of the following elements :

1. Presentation of the prepared topic.
2. Lessons learned from the material presented.
3. Suggested discussion themes.

### *Type B: Preparation of Class Notes*

The objective is to maintain a complete record the notes from each class on the home-page. The assigned group (which will always be different from the group preparing the presentations will be responsible for preparation of the class notes. Class notes **MUST** be written within one day after the class, and then circulated via email to all classmates. Class notes should not be longer than one page and should contain the following

1. The topic discussed in class.
2. The lessons learned

Group assignments will be graded.

### **Class Project**

It would be desirable to organize a class project. Part of the first class will involve a discussion about the class project. Agreement will have to be arrived at by the end of that class on the project that the whole class will undertake.

### **Tests**

There will be three tests during this semester, namely during Class One, Class Six, and Class Nine, for which students should bring their laptop computers (in proper working order) and a blank diskette which will have to be handed over at the end of the test. Tests will be graded.

### **Final Paper – Team Report**

For their Final Paper students will have to prepare a comprehensive Class Report on five different aspects of contemporary Leadership, namely :

- Political Leadership.
- Business Leadership.
- Religious Leadership.
- Sports Leadership.
- Cultural Leadership.

For this purpose, all students will be divided into five groups, with each group being responsible for one of the above chapters. Each group will distribute responsibilities evenly among its members, with each student contributing a clearly identifiable portion of the assigned chapter. This individual contribution, which should deal with a specific leader, should be :

Length : 10-12 pages.

Format : Single space

Font: Garamond 14 pt.

The group, as a whole, will be responsible for ensuring that the individual contributions in the assigned chapter have a clear Introduction and Conclusion, so that the chapter reads as a single and complete unit. One of the students in the group may be assigned the responsibility for drafting the Introduction and Conclusion, which should also add up to about 10-12 pages in length.

Each group will also be required to make two oral presentations, both of which will be graded:

*First Oral Presentation* (Fourth Class): The purpose of this first Presentation is to examine the progress of the team work, and to acquire feedback for further research and drafting (time reserved for each group: 10 min.). The Presentation should consist of:

Information about the distribution of tasks among group members.

Research questions and problems likely to be elaborated in the Paper.

*Second Oral Presentation* (Thirteenth Class): The purpose of this second Presentation is to orally introduce the Final Paper. (Time reserved for each group: 30 min.)

The deadline for the submission of the Final Paper is also at the beginning of the Thirteenth Class both for the e-mailable versions and the hard copies. There will be NO extensions of this deadline.

### **Grading Policy:**

#### *Grading Break-Up:*

Class attendance and participation	30%
Web-page design and maintenance	10%
Homeworks and Tests	30%
Final Paper	30%

#### *Grading Scale:*

- A+ (98-100)
- A (94-97)
- A- (90-93)
- B+ (88-89)
- B (84-87)
- B- (80-83)
- C+ (78-79)
- C (74-77)
- C- (70-73)
- D (60-69)
- F (59-less)

*Grading Notes:* In judging the quality of Homeworks and Final Papers, the total

grade for each of these will be divided into three portions, one-third for the quality and formatting of the presentation, one-third for the factual accuracy of research, and one-third for the strength and persuasiveness of the opinions expressed.

*Grading Improvements:* Extra weightage will be given for any visible improvement of work manifested over the semester.

*Progress:* Progress will be posted on Blackboard or the class web-page.

## CLASS SCHEDULE

### First Class

Recapitulation of lessons learnt during the First Semester  
Class Project - discussion  
First Written Test.

### Second Class

The Iliad of Homer  
The Odyssey  
Sophocles' Philoctetes  
Themistocles of Athens

### Third Class

Confucius, Machiavelli, Rousseau -- Studies in Contrast  
Carl von Clausewitz on War  
Adolf Hitler

### Fourth Class

Gandhi  
Martin Luther King  
The Autobiography of Malcolm X  
Final Report (First Presentation)

### Fifth Class

King David  
Jesus and the Gospels  
Muhammad



### Sixth Class

Plato, the Republic

Woodrow Wilson's Leaderless Government

Second Written Test.

### Seventh Class

The book by Nancy J. Adler, Organizational Behavior should be read by students by this date.

The discussion on the book will start with the first four chapters;

Ch.1 - Culture and Management

Ch.2 - How Do Cultural Differences Affect Organizations

Ch.3 - Communicating Across Cultures

Ch.4 - Creating Cultural Synergy

### Eighth Class

Ch.5 - Multicultural Teams

Ch.6 - Global Leadership, Motivation, and Decision Making

Ch.7 - Negotiating Globally

Ch.8 - Cross-Cultural Transitions Expatriate Employees Entry and Reentry

### Ninth Class

Ch.9 - A Portable Life - The Expatriate Spouse

Ch.10 - Global Careers

Third Written Test

### Tenth Class

The book by Harris, Moran, Managing Cultural Differences should be read by students by this date.

The discussion on the book will start from the first four chapters;

Ch.1 - Leadership in Globalization

Ch.2 - Leadership in Global Communication

Ch.3 - Leadership in Global Negotiations and Strategic Alliances

Ch.4 - Leadership in Cultural Change

Ch.5 - Leadership in Cultural Synergy

### Eleventh Class

Ch.6 - Managing for Cross-Cultural Effectiveness

Ch.7 - Managing Transitions and Relocations

Ch.8 - Managing Diversity in Global Work Cultural

Ch.9 - Effective Performance in the Global Marketplace

Ch.10 - Doing Business with North Americans

**Twelfth Class**

Ch.11 - Doing Business with Latin Americans

Ch.12 - Doing Business with Asians

Ch.13 - Doing Business with Europeans

Ch.14 - Doing Business with Middle Easterners

Ch.15 - Doing Business with Africans

**Thirteenth Class**

Second Oral Presentation of Final Report.

Submission of hard copies of Final Report

**Fourteenth Class**

Distribution of Final Grades.