Spring 2004

Concepts and Practice of Leadership

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Recommended Citation
CONCEPTS AND PRACTICE OF LEADERSHIP - (Leadership II)

DIPL 3102 ZA, Spring 2004.
Tuesdays & Thursdays, 2:30 – 3:45 p.m., Corrigan Hall 79.
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"Leadership is the art of getting someone else to do something you want done
because he wants to do it." Dwight Eisenhower

I. COURSE DESCRIPTION AND GOALS

Much has been said and written about the nature of leadership in all spheres of
life and in its good and evil manifestations. Men and women have been awarded the
Nobel Peace Prize for having “conferred the greatest benefit on mankind.” Others, such
as Nazi Germany’s Adolf Hitler and Cambodia’s Pol Pot, have become synonymous with
the opposite extreme of this distinction. Fundamental questions about leadership
continue to be asked: Can it be taught? Are certain people “born leaders” or can
leadership be attained by all through the fullest development of each person’s individual
potential? Is leadership the same as character? If so, what qualities of character
constitute leadership? Or is it a set of acquired skills? Is it a matter of historical
happenstance: the right person in the right place at the right time? What moral standards,
if any, should be observed to attain positions of leadership and in its exercise, e.g. do the
ends justify the means? Such questions should be kept in mind as reference points and
will be addressed with specific reference to material covered throughout the course.

The second part of this course over the Spring Semester (which will build on the
work already done during the preceding Fall Semester) will be divided into two main
parts. During the first part the focus will continue to be on a certain number of new
Classic Leadership Cases, applied to actual situations in the contemporary world. During
the second part the focus will be shifted toward Leadership in the Business World in an
era of globalization where the private sector now plays an increasingly determinant role.
The material covered throughout the course will, however, also be applied to leadership
in international public service and other non-profit careers.

By the end of the course, the student should be able to:
• apply the norms of leadership to most situations of daily life,
• synthesize and analyze information, articulately ask questions and state positions,
• explain the role of cultural diversity in global business and other international careers,
• describe a variety of global business and international service topics and the roles and responsibilities of the relevant national, regional, and international actors involved, and
• draft documents and position papers, as well as make oral presentations succinctly and convincingly.

II. A. REQUIRED TEXTS

During the first half of the course, the following sixteen Classic Leadership Cases will be studied (the number may be slightly smaller depending on availability of texts):

- The Iliad of Homer
- Penelope as Leader in The Odyssey
- Sophocles’ Philoctetes
- Seizing the Moment: Themistocles of Athens
- Confucius, Machiavelli, Rousseau: Studies in Contrast
- Carl von Clausewitz, On War
- Adolf Hitler
- Churchill
- Mahatma Gandhi
- Martin Luther King, Jr.’s “Letter from Birmingham Jail”
- The Autobiography of Malcolm X
- Woodrow Wilson’s “Leaderless Government”
- Plato, The Republic
- King David
- Jesus and the Gospels
- Muhammad

These Hartwick Classic Leadership Cases are available at the university bookstore and from The Hartwick Humanities in Management Institute, Hartwick College, Oneonta, NY 13820. Students may, of course, share copies of the binders containing these Leadership Cases, provided that any such arrangements ensure that each student is able to read and master the contents of all Cases.

During the second half of the course, the following two books will be studied:
B. SUGGESTED 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 Past No. Negotiating Your Way From Confrontation To Cooperation, William Ury.

III. 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 at the beginning of each class. Except for serious emergencies and medical reasons, which must be brought to the Professor's notice immediately by e-mail, absences will not be "excused" during this semester. It should be clearly noted that almost one-third of the Final Grade is dependent on punctuality, attendance, and active participation in class discussions, including its quality.

Drafting and Oral Presentations: Particular emphasis will be placed in this class on building the ability to prepare both oral and written presentations, tests and papers in a grammatically and factually correct and logical manner that carries weight and conviction with the reader and listener. It must therefore be stressed that plagiarism and other forms of unethical academic behavior will result in serious consequences in accordance with the University's policies on these matters.

Oral Presentations: Oral presentations in class will NOT consist of reading papers out loud. The use of notes on index cards is permitted.

Class Notes: Each student is responsible for taking his or her own class notes on the topic discussed in every class and the lessons learned.

Reading of Course Materials: While teams of students will present course reading assignments in each class, all students must read all assigned readings during the course in time for each class. Mastery of this material will be an important element in the three tests administered to students during the course.

E-mail: Because of the importance attached to e-mail, all students must have functioning e-mail accounts, and must check them regularly every day. All e-mail addresses will be collected in the first class. Students should also maintain a group
address (Listserv) list of all classmates, including the Professor, so that messages of common interest can be circulated to all.

Reference Formula: All e-mail correspondence and other documents prepared for the course MUST be clearly marked at the beginning or in the heading, as appropriate, with “DIPL 3102 ZA – Spring 2004,” the name of the assignment, test, or final paper, the date of submission, and the name(s) of the student(s) from whom such communications and documents originate.

Format of Written Assignments: Class presentations will normally be submitted in hard copies, and must be in saved Microsoft Word format. They should be saved with the same filename as the “reference formula” above, so that no confusion is ever created.

Use of Laptop Computers: Laptop computers will not be permitted in the classroom.

IV. TEAM ASSIGNMENTS

From the beginning of the semester students will be paired in teams of TWO each, responsible for specific assignments. These teams will have two types of assignments for each class directly relating to assigned readings for that class. Both types of team assignments will be graded, and teams will do these assignments on a rotating basis.

Type A: Written Presentations: The assigned team(s) will be responsible for preparing the presentation(s) of the day on each reading assignment in written form. These presentations will be in Microsoft Word format, 12-point Times New Roman font, and will be no longer than two 1.5-spaced pages each. They will contain: the gist of the reading assignment, lessons learned and their application to contemporary life, the team’s view on the validity of the principles presented, and suggested discussion themes. Each written presentation will consist of four parts: an Introduction, the Facts, Analysis based on the facts, and a Conclusion. Teams are required to submit the written presentation via email to the Professor and all students in the class a full 24 hours before the oral presentation in class. (See also applicable parts of III above).

Type B: Oral Presentations: Teams will orally present their written assignments in more detail in class (see also applicable parts of III above). These oral presentations will be up to 15 minutes each and will be graded on the basis of their articulateness, logic, and persuasiveness.

V. TESTS

There will be three graded tests during this semester: in Week Six on Tuesday, February 17; in Week Nine on Tuesday, March 16; and in Week Thirteen on Thursday, April 15. Students will legibly hand-write their responses to test questions or topics in class, using the standard “blue books,” and within the normal class time, i.e. from 2:30 to 3:45 p.m.
VI. FINAL PAPERS

Students will individually prepare and write their graded Final Paper, dealing with a specific leader NOT discussed during the present or preceding semester of the course, on one of the six following dimensions of contemporary leadership:

- Political Leadership.
- Business Leadership.
- Religious Leadership.
- Sports Leadership.
- Diplomatic Leadership.
- Military Leadership.

Final Papers will be structured in essentially the same four-part format as written class assignments (see IV above). Each Final Paper should have a separate title page on which will appear: (i) One of the six dimensions of leadership listed above, (ii) the name of the specific leader selected followed by a colon and the focus of the paper, e.g. “John Doe: A Study of Coalition-building,” (iii) the course symbol, i.e. DIPL 3102 ZA, (iv) the student’s name, and (v) the date of the Paper’s submission: see “deadline” below. Though any of the Final Papers may deal with a historical leader, OR with a leader selected from world literature, the paper’s analysis and conclusion should focus on contemporary applicability of the lessons drawn from the research done. Arrangements will be made to ensure that each of the six dimensions of leadership will be covered, to the extent possible, by the same number of individual students. No more than ONE student may write a Final Paper on any one specific leader. Each Final Paper should be ten to twelve 1.5-spaced pages in length in saved Microsoft Word, 12-point Times New Roman font, not including the separate title page.

There will be NO oral presentations of the Final Papers. However, each student will be required to submit to the Professor and all other students in the class by Thursday, February 19 an e-mailed one-page single-spaced outline indicating the particular one of the six dimensions of leadership, the specific leader and proposed main title theme, the questions that will be addressed in the paper, and the planned research methodology. The purpose of this submission is to acquire feedback as needed.

The deadline for submission of the Final Papers in hard copies to the Professor and all students in the class is at the beginning of the Thursday Class in Week Fourteen, April 22. There will be NO extensions of this deadline.

VII. GRADING

Note on Grading: In judging the quality of written and oral presentations, of Tests and of Final Papers, the grade for each of these will reflect their structure, the correct use of language and grammar, the factual accuracy of research, and the strength and persuasiveness of the analysis and opinions expressed.
**Improvement of Work:** Grades will be enhanced by any notable improvement of work during the semester.

**Grading Weights:**
- Class attendance and participation: 30%
- Written and oral Presentations and Tests: 30%
- Final Paper: 40%

**VIII. CLASS SCHEDULE**

**Week One**
- **Tuesday, January 13**
  Organizational matters.
  Introduction to aspects of the nature of leadership, including recapitulation of lessons learned in Leadership I.
  **Thursday, January 15 – Holiday/no class.**

**Week Two**
- **Tuesday, January 20**
  The Iliad of Homer
  Penelope as Leader in *The Odyssey*
  **Thursday, January 22**
  Sophocles’ *Philoctetes*
  Seizing the Moment: Themistocles of Athens

**Week Three**
- **Tuesday, January 27**
  Confucius, Machiavelli and Rousseau: Studies in Contrast
  Carl von Clausewitz: *On War*
  **Thursday, January 29**
  Adolf Hitler
  Plato, *The Republic*

**Week Four**
- **Tuesday, February 03**
  Mahatma Gandhi
  Martin Luther King, Jr.’s “Letter from Birmingham Jail”
  **Thursday, February 05**
  The Autobiography of Malcolm X
  Woodrow Wilson’s “Leaderless Government”

**Week Five**
- **Tuesday, February 10**
  King David
  Jesus and the Gospels
Thursday, February 12
Muhammad
Review

Week Six
Tuesday, February 17
*First Written Test*
Thursday, February 19
*Submission of Final Paper Outlines*
Discussion of leadership in international and non-governmental organizations

Week Seven
Tuesday, February 24
*The book by Nancy J. Adler, *International Dimensions of Organizational Behavior*, should be read by students by this date. The following chapters refer to this text.*
Ch.1 - Culture and Management
Ch.2 - How Do Cultural Differences Affect Organizations?
Ch.3 - Communicating Across Cultures
Thursday, February 26
Ch.4 - Creating Cultural Synergy
Ch.5 - Multicultural Teams

Week Eight
Tuesday, March 02
Ch.6 - Global Leadership, Motivation, and Decision Making
Ch.7 - Negotiating Globally
Ch.8 - Cross-Cultural Transitions: Expatriate Entry and Reentry
Thursday, March 04
Ch.9 - A Portable Life: The Expatriate Spouse
Ch.10 - Global Careers

Week Nine
Tuesday, March 16
*Second Written Test*
Thursday, March 18
*The book by Harris & Moran, *Managing Cultural Differences*, should be read by students by this date. The following chapters refer to this text.*
Ch.1 – Global Leaders and Culture
Ch.2 - Global Leaders and Communications

Week Ten
Tuesday, March 23
Ch.3 - Global Leadership in Negotiations and Alliances
Ch.4 - Leadership in Cultural Change
Ch.5 - Leadership in Cultural Synergy
Thursday, March 25
Ch.6 - Managing Transitions and Relocations
Ch.7 - Managing Diversity in the Global Work Culture

**Week Eleven**
*Tuesday, March 30*
Ch.8 - Women in Global Business
Ch.9 – Effective Performance in the Global Marketplace
Ch.10 - Doing Business with North Americans
*Thursday, April 01*
Ch.11 - Doing Business with Latin Americans
Ch.12 - Doing Business with Asians

**Week Twelve**
*Tuesday, April 06*
Ch.13 - Doing Business with Europeans
Ch.14 - Doing Business with Middle Easterners
Ch.15 - Doing Business with Africans
*Thursday, April 08 – Holiday/no class.*

**Week Thirteen**
*Tuesday, April 13*
Review
*Thursday, April 15*
*Third Written Test*

**Week Fourteen**
*Tuesday, April 20*
Discussion of comparative leadership in the private and public/non-profit sectors
*Thursday, April 22*
*Submission of hard copies of Final Papers*
General discussion and review of lessons learned during the semester.

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DIPL 3102 ZA – CONCEPTS AND PRACTICE OF LEADERSHIP:
REVISED CLASS SCHEDULE AND PRESENTATION FORMAT FOR SPRING 2004.
February 1, 2004.

As students in this course are aware, it has been necessary, and in fact beneficial, to revise the Class Schedule which appears in the course syllabus. Please note that the following case studies have been deleted from BOTH (a) readings and (b) class presentations: Plato’s Republic, The Autobiography of Malcolm X, Woodrow Wilson’s Leaderless Government, and King David. Winston Churchill has been added.

Class presentations from Week Seven (Tuesday, February 24) onward on the book chapters will be done by individual students and consist of a one-page, single-spaced written executive summary and a 10-minute oral class presentation elaborating on the written submission. Students will be assigned presentations in alphabetical order. This should leave us enough time for substantive discussion even on the days when three presentations are made.

This revision amends sections II, IV, and VIII of the course syllabus accordingly.

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Tuesday, January 13
Organizational matters.
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Thursday, January 15 – Holiday/no class.

Week Two
Tuesday, January 20
The Iliad of Homer (Andrew Corimski & Donovan Cozzens)
Penelope as Leader in The Odyssey (Anita Godecki & Margarita Morales)
Thursday, January 22
Administration of Noel-Levitz Survey
Sophocles’ Philoctetes (Anthony Arthur & Don Cummings)

Week Three
Tuesday, January 27
Seizing the Moment: Themistocles of Athens (Yvonne Boham & Anthony Genovese)
Discussion of Leadership Concepts, Course Objectives, and Class Presentations.
Thursday, January 29
Confucius, Machiavelli and Rousseau: Studies in Contrast (Woo Chan Kwon & Yousef Zeidan)
Week Four
Tuesday, February 03
Carl von Clausewitz: On War (Maria Cruz & Ian Zaukas)
Adolf Hitler (Nikesha Cook & Andrew Corimski)
Winston Churchill (Don Cummings & Donovan Cozzens)
Thursday, February 05
Mahatma Gandhi (Tabatha Fairclough & Alanna Tyler)
Martin Luther King, Jr. 's “Letter from Birmingham Jail” (Anthony Arthur & Margarita Morales)

Week Five
Tuesday, February 10
Jesus and the Gospels (Christopher Prepis & Saami Siddiqui)
Muhammad (Anita Godecki & Alanna Tyler)
Thursday, February 12
Review

Week Six
Tuesday, February 17
First Written Test
Thursday, February 19
*Submission of Final Paper Outlines
Leadership in international and non-governmental organizations.

Week Seven
Tuesday, February 24
*The book by Nancy J. Adler, International Dimensions of Organizational Behavior, should be read by students by this date. The following chapters refer to this text.
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Third Written Test

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Tuesday, April 20
Comparative leadership in the private and public/non-profit sectors.
Thursday, April 22
*Submission of hard copies of Final Papers
General review of lessons learned during the semester.

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