

HASS 100 – STUDIES IN LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

TR 2:10-5:00
TBA

Assoc. Dean Steven Brint
3405 HMNSS
2-1564/brint@ucr.edu

This course is an introduction to leadership studies and includes practice in accomplishing a task that requires personal effectiveness, team work, and leadership. The course will meet once a week for three hours each session. Admission to the class is by application. The course includes four components: (1) reading and discussion, (2) memos on the week's reading, (3) hosting three California leaders who will visit the class, and (4) a practicum in which students plan, organize, and execute an event or project that improves the quality of life on campus. Students will consult with the professor at least once during the quarter. The consultation will include discussion of students' written work, presentations, practicum contributions, and interactions with California leaders.

Part One: What Is Leadership? How Important Is It?

Session 1 (March 31) – What is Leadership? How Important Is It?

Reading: P.G. Northouse, *Leadership: Theory and Practice*, pp. 15-24, 35-46, 75-82.

J.M. Polodny et al., "Revisiting the Meaning of Leadership."
In N. Nohria and R. Khuruna (eds.) *Handbook of Leadership Theory and Practice*, pp. 65-81, 92-105.

S. Lieberman and J. O'Connor, "Leadership and Organizational Performance: A Study of Large Corporations." *American Sociological Review* 37 (1972): 117-30.

****Discussion of the Practicum**

Session 2 (April 7) – Power vs. Leadership

Reading: J.M. Burns, *Leadership*, pp. 9-46, 422-43.

**** First special visitor to class: Federal Judge Virginia A. Phillips**

Part Two: The Social Psychology and Sociology of Leadership

Session 3 (April 14) – Birth, Education, Habits, and Achievement

Reading: M. Useem and J. Karabel, "Pathways to Top Corporate Manage-

ment.” *American Sociological Review* 51 (1986): 184-200.

P. Cookson and C.H. Persell, *Preparing for Power*, pp. 19-28, 73-84, 94-107.

M. Gladwell, *Outliers: The Story of Success*, pp. 35-68.

D. Chambliss, "The Mundanity of Excellence: An Ethnographic Report on Stratification and Olympic Swimmers," *Sociological Theory* 7 (1989): 70-86.

****Second presentation on the practicum: Progress reports**

Session 4 (April 21) – Do Different Cultural Styles of Leadership Exist?

Reading: R. House et al. *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, pp. 3-48.

R.J. Ely and D.L. Rhode, “Women and Leadership.” Pp. 377-410 in N. Nohria and R. Khurana (Eds.) *Handbook of Leadership Theory and Practice*.

Discussion of professional etiquette with Claudia Duron-Burke (Career Center)

Part Three: The Vision and Practice of Leadership

Session 5 (April 28) – Strategy and Tactics

Reading: Sun Tzu, *The Art of War*, chaps. 1, 3-6, 8-9

****Second special visitor to class: Roger Conway, leadership consultant to the Joint Chiefs of Staff and Fortune 500 firms**

Session 6 (May 5) – Planning and Execution

Reading: J. Collins, *From Good to Great*, pp. 65-119.

****Third presentation on the practicum: Reports on the project, problems encountered and steps taken to remedy the problems.**

Discussion of execution of strategic initiatives with CHASS Asst. Dean Nathaniel Jones III

Session 7 (May 12) – Building Effective Teams

Reading: R.M. Kanter, *Men and Women of the Corporation*, pp. 164-205.

S. Kogler Hill, "Team Leadership." In P.J. Northouse, *Leadership: Theory and Practice*, 2nd ed., pp. 161-87.

****Third special visitor to class: Documentary filmmaker Erik Linthorst**

Session 8 (May 19) – Work on Final Project Reports

Reading: No reading. Prof. Brint will be in Washington, DC. Students will meet with their groups either in class or at an agreed-upon location.

Session 9 (May 26) – Communication and Rhetoric

Reading: C. Heath and D. Heath, *Made to Stick*, pp. 3-62

G. Wills, *Lincoln at Gettysburg*, pp. 148-75.

****Fourth presentation on the practicum: Remaining steps to finish final reports**

Session 10 (June 2) – Conflict Resolution and Leadership Ethics

Reading: S.L. Carpenter and W.J.D. Kennedy, *Managing Public Disputes*, pp. 3-29, 52-65.

R. Mnookin, *Bargaining with the Devil: When to Negotiate, When to Fight*, pp. 1-21, 106-36, 261-8.

Discussion of ethics for leaders with Prof. Coleen McNamara (Philosophy)

Course Requirements

The course is based on five requirements: (1) Students will be required to write 5-page memos on readings for five of the ten weeks. These memos will include three questions for discussion. (2) Two students will help to lead discussion each week. (3) Students will work together on a project to fulfill requirements for the practicum. (4) Students will help to host one of the special visitors during the term. (5) Students will be required to attend all class meetings and to participate in discussion. In preparation for presentations, students will meet weekly with other members of their group. Students will also meet with the instructor at least once during the quarter for a minimum of one-half hour to discuss the strengths and weaknesses of their work in the class.

The Practicum: A number of possible campus events and projects will be discussed, and students will collectively choose one to plan, organize, and execute. Examples include: (1) building a business plan for a student-run music club and café on campus; (2) creating a successful essay, performance, or public speaking competition; (3) researching and

developing a business plan for a student-run non-profit corporation to provide food carts and cater events on campus; (4) discussing, designing, and executing a plan to increase the enrollment of high-achieving students at UCR; (5) creating, maintaining, and maximizing the impact a website on leadership studies, resources, and opportunities on campus; (6) analyzing the business operations and student participation in three campus organizations and writing a report with recommendations to improve performance; (7) creating and publishing a document for students on negotiating the bureaucracies on campus. Students will divide into two teams to organize and execute the project. Students will hold regular meetings outside of class and teams will report periodically to the rest of the class about their progress. Students will coordinate in and out of class to make sure that the projects are accomplished. Students will be graded individually and collectively on the outcome of the practicum. Successful efforts will lead to increased grades for all members of the class. Unsuccessful efforts will lead to reduced grades for all members of the class.

Special Visitors: Three California leaders will visit our classroom during the term. These people will have distinguished themselves in a sphere of leadership – whether in business, politics, the arts, or community life – and they will share with us some of the lessons in leadership they have learned along the way. We will host each of the visitors for dinner at the Mission Inn. Students will be expected to attend one of the dinners. The instructor will discuss and critique the students’ interactions with visitors.

Grading: Memos (35%); Practicum (35%); Leading discussion (10%); Class attendance and participation (10%); Hosting visitors (5%); Meeting(s) with instructor (5%).