

ECN335 Leadership: Theory and Application (3 credit hours)

Instructor: Masahiko AGATA

Spring semester 2010

Classes: Fridays 12:30-15:50

Office: E Building (Faculty Club)

Consultations: By appointment

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Course Description:

In the environment where organizations and teams, whether they are corporations, public services, or private associations, are facing unceasing changes, activities to accomplish their purposes and targets are in increasing need of trained leadership.

Through this course, students will methodically understand what leadership is, and by drawing individually an image of true leadership they will be guided toward developing the quality required for leadership. On practical side, they will learn the planning process of mission – vision – strategy – action plan, which is most fundamental in leading a group, and also some core competencies including, among others, communication and human relationship management.

The course deploys not only lectures but also group discussions, workouts, public presentations and other active means whereby the students will be able to acquire methodologies which are applied in western countries as well.

Course Objectives:

After successful completion of the course, students will be able to:

- Visualize the qualifications for true leadership
- Know the true values of mature and educated persons
- Plan to develop themselves with a capacity to lead others
- Face challenges in changes of environments more proactively
- Lead student and other groups in a more educated and methodical manner
- Voice suggestions and recommendations in logical and facts-based manner
- Find ways to avoid hostile disputes
- Be more confident in dealing with cross-cultural communications and co-works

Policies: Students are expected not only to attend all classes but be active in group work sessions as well. All assignments must be completed to receive a passing grade.

Expression of own opinions and suggestions in his/her own words will be meritorious.

Class Materials

Recommended References

- Leadership on the Line,
Ronald A. Heifetz and Marty Linsky, Harvard Business School Press (Japanese-translation: “*Saizensen no Leadership*,” First Press)

Recommended References

- Good to Great and the Social Sectors, a Monograph to Accompany Good to Great,

- Jim Collins (Japanese-translation: “*Visionary Company*,” Nikkei BP)
- Jack Straight from the Gut,
Jack Welch with John A. Byrne, Warner Books
 - “*Nihon gata Leader no Kenkyu*,”
Yoshino Yoichi & Recruit Works Kenkyusho, Nikkei Business Bunko

The lecturer will provide handouts on key subjects discussed during the classes.
Additional readings may be assigned.,

Grading Methods

Exam:	20%
Group Workouts:	40%
Attendance:	40%

Grading criteria for written submissions:

- Clarity and focus of the topic.
- Integration and demonstration of what you learn from the course.
- Quality and quantity of references.
- Adequacy and strength of analysis, discussion.
- Writer’s own conclusion.
- Organization, format and writing style.

Grading criteria for group work participation:

Evaluated based both on your attendance and contribution to the group works.
Your contribution will be assessed based on the quality and the frequency of your input.

Exam: At the end of the course some key points will be orally asked to the group, to which students are to answer orally. A short essay may be assigned during the course.

Group Works:

Group simulation works will be called on certain subjects, and a group work (drill) is scheduled toward the end of the course. Further details will be announced and instructed in due course.

Schedule

As in ANNEX attached.

ECN335 Leadership: Theory and Application Course Schedule

Ver. Nov. 13, 2009

Week	Contents
1	1 · Introduction of the Lecturer · Setting of the Course What is leadership? · Japanese style leaders · GE's "Leadership Value" - 2008 "Four Actions and Eight Values" First attempt to (tentatively) define "Leadership" for this seminar.
	2 Elements of Leadership (1) · Seven Habits (Stephen R. Covey) · Leadership on the Line (Ronald A. Heifetz / Marty Linsky) · What Leadership Really Do (John P. Kotter, Harvard BS)
2	3 Theories on Leadership · Ohio Theory (Ohio State Leadership Studies, C. Shartle, Ohio State Univ., 1950s) · PM Theory (Misumi Juji, 1966) · XY Motivational Theory (D. McGregor, 1950s) · Others - Managerial Grid Model (R.R. Blake & J.S. Mouton, 1963)
	4 Group of Individuals, Organization, Their Behaviors · Japanese traditional perception vs. recent and western · Culture Unique to Each Organization
3	Revisit on Basics · Who Who are supposed to be leaders?
	5 Organization: Purpose and Objectives · Purpose and Objectives · "Great Organization" · Cascade of Purpose and Objectives
	6 Situations Where Leadership Works (1) "High-level" Layers · Information Analysis · Risk-sensitivity, Risk Assessment · Human Relations Capabilities · Grasp of Situations
	(Simulation/Role Play) Fish-bone Analysis
4	7 Situations Where Leadership Works (2) "On the Floor" Layers · Mission, Vision, Strategy, Action Plan ("Outside-In") · "Outside-In" · "CTQ" · Planning
	(Simulation/Role Play) Making Action Plan · Decision Making · Making of Proposal - Approval · Announcement · Leadership's role
5	8 Situations Where Leadership Works (3) · Assignment of Tasks · Delegation of Power · Communication · Outside-In · Sending Messages

Week	Contents
	<ul style="list-style-type: none"> · Language · Human Relations Factor <ul style="list-style-type: none"> · Good communicator · Assertion · Presentation / Delivery · Debating · Style · "One-pager, Four Blocker"
6	(Simulation/Role Play) Putting Thoughts in Illustration
	(Simulation/Role Play) Write One-pager, Four Blocker
9	Situations Where Leadership Works (4) <ul style="list-style-type: none"> · Energizing <ul style="list-style-type: none"> · Considerateness · Sharing of the "Purpose" of work · Delegation (Assignment) of Power · Recognition · Applause
7	<ul style="list-style-type: none"> · Execution <ul style="list-style-type: none"> · Formal Leader & Voluntary Leader · Elements of Execution · Tracking of Progress · Progress Report · Solving Problems <ul style="list-style-type: none"> · Solution · Emergency Action · Workout · Hands-on/ "Hands-off" · Maintaining a Productive Team <ul style="list-style-type: none"> · Challenge · Coaching · Mentoring · Integrity, Compliance
8	· Assessments ("Goals and Objectives")
10	Personality Factor <ul style="list-style-type: none"> · "Self" <ul style="list-style-type: none"> · Decency <ul style="list-style-type: none"> · Bushido and Noblesse Oblige · Listening to Others · Intellectual Wealth · Resoluteness and Confidence · Considerateness (Simulation/Role Play) Public Speaking (3 minutes Talk)
9	11 Revisit: What is Leadership ? <ul style="list-style-type: none"> · Group Dynamics Desire of Members Strengths <ul style="list-style-type: none"> Real Strengths Technical Strengths "How to Win Friends and Influence People" (Dale Carnegie)
12	Cross-culture / Trans-culture

Week	Contents
10	13 Methodologies <ul style="list-style-type: none"> · "Six Sigma" · Assimilation
	(Simulation/Role Play) Project Cycle Management (PCM) <ul style="list-style-type: none"> - Explanation - Simulation
11	14 Group Work Preparation
12	Group Work
13	Group Work <ul style="list-style-type: none"> · Presentation of Group Work · Instructor's Comments
	15 Final Wrap-up / Oral Exam

* Details of this schedule may be changes depending on the progress, in which event students will be notified.