

ECN407/ECN417: Senior Seminar in Leadership (3 credit hours/4 credits hours)

Instructor: Masahiko AGATA

Spring

semester

Meeting times: XX

Office: XXX

email: masahiko.agata@world.email.ne.jp

Consultations: By appointment

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:	30%
Group Workouts:	40%
Attendance:	30%

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: Objective questions and a short essay. If one knows in advance that he/she may not be able to take an exam during the scheduled period, an early exam may be considered on an individual basis. Make up exam will not be given.

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.

Class Schedule:

<u>Week</u>	<u>Topic</u>
1	Orientation/Introduction to the Course

- Concept of Leadership
Elements of Leadership
Leadership in Theory
- 2 Group and Organization: Their Behaviors
Group and Organization: Objectives and Targets
- 3 Functioning of Leadership: Grasp of Situations
Functioning of Leadership: Planning
- 4 Functioning of Leadership: Decision Making
Functioning of Leadership: Assignment of Tasks
- 5 Functioning of Leadership: Communication
- 6 Functioning of Leadership: Energizing
Functioning of Leadership: Actions
Functioning of Leadership: Solution to Issues
Functioning of Leadership: Maintaining a Productive Organization
Functioning of Leadership: Post-evaluation
- 7 Functioning of Leadership: In Emergency
Human Factor: Self
- 8 Human Factor: Mass of People
Human Factor: Cultural Diversity
Hierarchy
- 9 Leadership Methodologies
Group Work (Drill)
- 10 Group Work
- 11 Group Work
- 12 Group Work Presentation
Course Wrap up
- Examination

The class schedule may be altered depending on the need of students. Any change will be notified in advance.