
MNO 4371 or CFB 3381: LEADERSHIP AND CULTURE

Summer 2012—Taos June Term (3/21/12 draft)

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Course Assignment Sources:

#1 *Made to Stick* by Chip Heath and Dan Heath

Publisher: Random House; 1 edition (January 2, 2007)

ISBN-10: 1400064287: *Made to Stick* is a *New York Times* and *Wall Street Journal* best seller on how to effectively present ideas that resonate and stick in the minds of others.

#2 *Bringing Out the Best in People, 2nd Edition* by Aubrey Daniels

Publisher: McGraw-Hill; 2nd edition (2000)

ISBN-10: 9780071351454: *Bringing Out the Best in People* is a modern classic and one of the best books available on how anyone can enhance their leadership impact by understanding the psychology of human behavior.

#3 Harvard Custom Casebook (free for the first 10 enrolled students)

#4 PDF Reading Pack (free for the first 10 enrolled students)

COURSE DESCRIPTION: The course is an in-depth study of the art and science of leadership. The specific learning objectives include:

- 1) Understand how successful leaders use psychological and motivational theories to positively influence behavior.
- 2) Understand how successful leaders create and nurture a team environment and organizational culture to positively influence behavior.
- 3) Understand how successful leaders use powerful communication styles to positively influence behavior.
- 4) Understand how successful leaders can have a positive impact in both the corporate domain and the larger society to support social goals such as sustainability and human rights.
- 5) Develop the ability to use the above concepts to enhance your leadership skills.

Note: This course can be used for either Cox course credit or for Cultural Formations CFB course credit. It is also eligible for credit for the major and minor for the Human Rights Program credit

COURSE EVALUATION

Category	Percentage Weight ¹
Participation	20
Final Project	10
Exam 1	35
Exam 2	35

1 Participation: Be fully prepared to discuss the assigned cases and readings for each class session.

2 Final Project: Develop a plan to improve an organization based on the concepts from this course. For this project, you will be the professor and explain the “who, what, when, and why” as to how your project proposal will enhance an organization. The project is due the last day of class. We will discuss this project periodically during the course.

3 Exams: There are two in-class examinations based on the readings and class sessions. The format of each exam will be essay questions based on case analysis. Each exam will be comprised of a set of several short to medium length cases with exam questions that ask you to apply course theories (models) to the cases.

Both exams will be open note and open book----Why the open format? Because, the exams are designed to assess the application of what you have learned from the readings and class sessions to actual leadership situations (rather than a focus on rote memorization and regurgitation). This open format makes for a more challenging exam, but also for a much more engaging and powerful learning experience.

What's the path to success with a case study-open book format:

- A. Read each assignment and case before class so that the topics are already familiar when we meet to discuss.
- B. As you read, make copious notes in the margins about the big picture ideas. These margin notes will provide you with convenient road-map markers for reference during the exams.
- C. After each class session, spend a few minutes reviewing your notes to do a meta-assessment of your understanding about what we discussed during class. Make notes as needed for items to discuss at the start of the next class session.
- D. Complete the Exam 1 Sample Questions for written practice and feedback.

GRADE SCALE:

93 percent +	A	80 percent +	B-	67 percent +	D+
90 percent +	A-	77 percent +	C+	63 percent +	D
87 percent +	B+	73 percent +	C	60 percent +	D-
83 percent +	B	70 percent +	C-	60 percent -	F

¹ The percentage weight table and grade scale are approximate and will be revised, if needed, to enhance the accuracy and equity of the course evaluation.

Brief Summary of SMU Academic Policies

Professionalism: There is no long list of do and don't behavior. **All actions** such as classroom interactions, use of technical toys, completing course assignments, punctuality, etc., are to be guided by the highest level of professional and ethical standards of personal conduct.

Disability Accommodations: If you need academic accommodations for a disability, please **contact me by email during the first week of class**. For the verification required to receive an accommodation, you will also need to contact Ms. Rebecca Marin, Coordinator, Services for Students with Disabilities (214-768-4563) to verify the disability and establish eligibility for accommodations.

Religious Holidays: If the observance of a religious holy day by a student includes a requirement that prevents a student from attending a class session, the student should notify the professor by email. After the email notification, the student should make an appointment with the professor to discuss how the missed work will be made up. **These two steps are to be completed at the beginning of the course (first week).**

Honor Code: The faculty has the responsibility of encouraging and maintaining an atmosphere of academic honesty by being certain that students are aware of the value of it, that they understand the regulations defining it, and that they know the penalties for departing from it. The faculty should, as far as is reasonably possible, assist students in avoiding the temptation to violate the honor code.

Students must share the responsibility for creating and maintaining an atmosphere of academic honesty and integrity. Students should be aware that personal experience in completing assigned work is essential to learning. Permitting others to prepare their work, using published or unpublished summaries as a substitute for studying required materials, or giving or receiving unauthorized assistance in the preparation of work to be submitted are directly contrary to the honest process of learning. Students who are aware that others in a course are cheating or otherwise acting dishonestly have the responsibility to inform the professor and/or bring an allegation to the Honor Council.

If you are uncertain if a behavior is a violation of the SMU Honor Code, you have an obligation to contact your course professor for clarification.

MNO 4371: Leadership and Culture Assignment Schedule

Session #	Topics and Assignments (9/17/11 Draft)
#1 June 1 (Friday)	<p>Topic: Introduction to Leadership and Culture Read: <i>Made to Stick</i> book: Pages 3-62 Read: <i>Bringing Out the Best</i> book: <i>Part 1 on the Perils of Traditional Management</i>: (Pages 3-21)</p> <p>Case: PDF Pack #1: <i>The Section Just Took Over</i>: (Pages 1-2) Case preparation questions:</p> <ol style="list-style-type: none"> 1) Was this a good class session? Why? 2) Why did the class session end up turning out this way? 3) Would you have done anything differently as a professor or student?
#2 June 4 (Monday)	<p>Topic: Behavioral Science Read: <i>Bringing Out the Best</i> book: <i>Part 2 on Positive Reinforcement</i> (Pages 25-78)</p>
#3 June 5 (Tuesday)	<p>Topic: Social Cognitive Theory Read: PDF Pack #2: Social Cognitive Packet (3 short articles for 15 pages)</p>
#4 June 6 (Wednesday)	<p>Topic: Motivation Part 1 Read: PDF Pack #3: Process Theories of Motivation (11 pages). Read: Harvard Custom #5: Power is the Great Motivator (10 pages)</p>
#5 June 7 (Thursday)	<p>Topic: Motivation Part 2 Read: PDF Pack #4: Practical Applications of Goal-Setting Theory (20 pages) Read: <i>Bringing Out the Best</i> book: Chapter 14 on Goal Setting, (pages 119-126)</p> <p>Case: PDF Pack #5: <i>Screw Machine Mutiny Case</i> (5 pages)</p> <ol style="list-style-type: none"> 1. The Plan: A) Briefly summarize (describe) the major aspects of the new Tech Plan. B) Did Mike and Marco use an effective process to develop the new Tech Plan? Why? C) How sound is the Tech Plan as a course of action to completely implement now for Trail Manufacturing? Why? 2. The Revolt. Why are Sandy and his gang revolting? Develop your answer based on insights from the assigned readings on A) self-efficacy, B) growth mindset, C) behavioral science, D) expectancy theory, E) procedural justice, and F) goal setting----Note, for procedural justice, you'll need to speculate about the likely potential justice violations because the case details don't directly provide the evidence of the problem. 3. The Decision: What should Mike Trail do next? Think carefully about what needs to happen to solve any problems that you identified above.

<p>#6 June 8 (Friday)</p>	<p>Integration and Review for Exam 1 Written Assignment: PDF Pack 6: Answers to Exam 1 Sample Questions</p> <p>Case: Harvard Custom #6 and 7: <i>Jensen Shoes Case</i> (15 total pages)</p> <ol style="list-style-type: none"> 1. After reading the Jane Kravitz Story first, and then the Lyndon Twitchell Story, what insights did you gain by reading the two stories in this order? Were there any surprises about your changes in thinking? 2. Use the Pygmalion theory to explain Chuck Taylor’s management of Lyndon. 3. Apply goal setting theory and expectancy theory to explain the performance of Lyndon on the two ethnic strategic objectives assigned by Jane. 4. What could Jane and Lyndon have each done differently for a more productive working relationship? Your answer to this question should focus on the mistakes each party made and the alternative paths each could have taken. 5. What have you learned from this case?
<p>#7 June 11 (Monday)</p>	<p>Exam 1 in Class (3 hour time allocated for completion)</p>
<p>#8 June 12 (Tuesday)</p>	<p>Topic: Leader Communications Part 1 Read: <i>Made to Stick</i> book: Pages 63-129</p> <p>Exam 1 Return</p>
<p>#9 June 13 (Wednesday)</p>	<p>Topic: Leader Communications Part 2 Read: <i>Made to Stick</i> book: Pages 130-203</p>
<p>#10 June 14 (Thursday)</p>	<p>Topic: Leader Communications Part 3 Read: <i>Made to Stick</i> book: Pages 204-265</p> <p>Case: PDF Pack #7: The Five Biggest Lies in the Health Care Debate Case</p> <ol style="list-style-type: none"> 1) For opponents of health care reform, how have they made their ideas sticky? 2) If you were in the shoes of the US president, how could you have made your ideas and the case for health care reform stick better?
<p>#11 June 15 (Friday)</p>	<p>Topic: Culture Read: Harvard Custom #8 What Is an Organization's Culture? (8 pages) Read: Harvard Custom #9 Leading by Leveraging Culture (13 pages)</p>

<p>#12 June 18 (Monday)</p>	<p>Topic: Southwest Airlines Case</p> <p>Case: Harvard Custom #17: <i>Southwest Airlines</i> (Focus on first 19 pages)</p> <p>Read: PDF Pack 8: Southwest Airlines Update Packet (This 13 page packet is a supplemental update to the <i>Southwest Airlines Case</i> in the Harvard Custom Pack----note especially changes in the Southwest leadership and in the Southwest financial strategies)</p> <ol style="list-style-type: none"> 1. What is the business strategy of Southwest Airlines? For this question, think of the 2-3 big picture strategies, rather than the more concrete people management factors such hiring and leadership style or operational processes such as rapid plane turn-around and fuel-hedging---- These latter factors help Southwest Airlines execute its business strategy, but they are not thee strategy. 2. Why and how is Southwest Airlines so successful with this business strategy? To develop a strong answer for this question, explain how Southwest Airlines executes its business strategy by identifying the major fixed asset factors and variable cost factors. For example, airport choice is one of the major factors for business strategy execution, and you would elaborate on why this factor is important and how it is executed with concrete details. 3. What are the cultural values of Southwest? (Use the Schein 3-level model) 4. How does Southwest Airlines “foster” this culture? Think about the three primary "leadership tools" from the “Leading by Leveraging Culture” article that can be used to manage culture that are used at Southwest and identify the concrete examples of the use of each tool. 5. On Sept 27, 2010 Southwest Airlines announced an agreement to acquire all of the outstanding common stock of AirTran Holdings, the parent company AirTran Airways. Given the culture, business strategy, and market position of Southwest, is this acquisition by Southwest a wise move? Why? To answer this question, you may review internet-based data about AirTran to develop your assessment.
<p>#13 June 19 (Tuesday)</p>	<p>Topic: Teams and Meetings</p> <p>Read: Harvard Custom #10: Managing Your Team (22 pages)</p> <p>Read: <i>Best in People</i> book: Chapter 16 on Teams and Empowerment (pages 134-141)</p> <p>Read: Harvard Custom #12: <i>Is Your Company As Dull and Unproductive As Its Meetings?</i> (3 pages)</p>

<p>#14 June 20 (Wednesday)</p>	<p>Topic: Sustainability Guest Speaker: John Richardson, Blackstone Ranch Institute Executive Director Read: PDF Pack #14: Change Leadership for Sustainability article Read: PDF Pack #15: Practicing Leadership for Sustainability article Read: PDF Pack #16: Building the Green Way article</p>
<p>#15 June 21 (Thursday)</p>	<p>Field Trip: Taos Pueblo and Human Rights in the Southwest Read: PDF Pack #13: <i>The Battle for Blue Lake Reading</i></p>
<p>#16 June 22 (Friday)</p>	<p>Topic: Leadership Part 1 Read: PDF Pack #9: <i>Leadership in Organizational Settings</i> (22 pages)</p>
<p>#17 June 25 (Monday)</p>	<p>Topic: Leadership Part 2 Read: PDF Pack #10: <i>The Leadership Challenge</i>: Pages 3-41</p>
<p>#18 June 26 (Tuesday)</p>	<p>Topic: Leadership Part 3, Integration, and Discussion for Exam 2</p> <p>Case: PDF Pack #11: <i>How Al Dunlap Self-Destructed & Memo to Al Dunlap</i> Case: PDF Pack #12: <i>IBM's Sam Palmisano Pack (12 pages)</i></p> <ol style="list-style-type: none"> 1. Use the Seven Leader Competencies Model in the PDF Pack #9 chapter to describe the leadership of Al Dunlap and Sam Palmisano 2. Use the four elements of the transformational leadership model in the PDF Pack 9 to describe the leadership of Al Dunlap and Sam Palmisano. This answer should be framed from the perspective of how effective (or ineffective) Al Dunlap and Sam Palmisano are in using the four transformational leader behavior elements to energize and direct employees to improve employee and organizational performance. For Al Dunlap, your focus should NOT be about whether he was a transformational leader with the Sunbeam Board 3. Al Dunlap developed a reputation as a successful turnaround executive. How would House's Path-Goal Theory and Fiedler's Contingency Model explain why Al Dunlap's apparent success strongly diminished at Sunbeam over time? The answer to this question should focus on "big picture" insights rather than a detailed application of each complete theory to Dunlap. 4. Would you prefer to work for Sam Palmisano or Al Dunlap? Why? 5. Comparing Sam Palmisano to Al Dunlap, what insights have you gained about leadership?
<p>#19 June 27 (Wednesday)</p>	<p>Due: Final Project Discussion: Exam II</p>
<p>#20 June 28 (Thursday)</p>	<p>Exam 2 in Class (3 hour time allocated for completion)</p>