



MGMT 360

Value Based Leadership

Spring 2018

Instructor Information

Dr. Al Gini

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Office Hours: 9:30AM-11AM, 1:30PM- 3:30PM (M-W-F) and by appointment.

<http://www.luc.edu/quinlan/executive-education/faculty/agini/>

Catalog Description

Prerequisites: Junior Standing, minimum grade of "C-" in MGMT 201. This class is a requirement for all MGMT majors.

This class is an examination of several major approaches to leadership that are based on personal and organizational values.

Students will be exposed to major approaches to leadership, examine their own values and approach to leadership, and improve their leadership skills.

Purpose

Who is a leader and what is leadership? Are leaders born or can leaders be made or make themselves? What does it take to become a leader?

Some leaders have conquered vast lands; others have produced profound thought. Some looked up to the stars; others stared into the abyss. Some assimilated all that they encountered; others destroyed everything they touched. Some were revered; others loathed. Some were heroes; others despots. Even today, some build their people and institutions; others focus on their ego and their net worth. Why? We will search for some of these answers by studying historical and current leaders in regard to their character, traits, and methods. In our quest for clarity we will ask: Are there any Universal Principles of Leadership ("UPL")? We will examine the role ethics, integrity, and character play in leadership. We will ask the question: Is integrity a handicap or is it the very essence of leadership?

Course Objective and Learning Outcome

1. Define Leadership
2. Character and Integrity in Leadership
3. Plato's – Philosopher King
4. The Nature of Bad Leadership
5. Management and Leadership in Business
6. Women in Leadership
7. Servant Leadership
8. Presidential Leadership

Class Policies

- **Due to a number of complaints by your fellow students, and because of a growing body of research on the topic of “multi-tasking, computer use, classroom performance and retention”, no technology of any kind (laptops, tablets, iPads, iPhones, cell phones) will be allowed in class. Please see me if you have a personal need or circumstance that requires the use of a computer, etc. etc. (Part of the learning objectives of this class is to help you learn/relearn the art of note taking.)**

(See Article: The Case for Banning Laptops in the Classroom)

<http://www.newyorker.com/online/blogs/elements/2014/06/the-case-for-banning-laptops-in-theclassroom.html?mobify=0>

- Be prepared to discuss the materials being presented on any given day.
- Turn off all cell phones! Texting will not be allowed during class!
- No food is permitted in the classroom. Drinks are permitted.
- Please see me after class or use email to contact me for an appointment or to ask a question.

Grading

Grading System:

33% First Paper
33% Second Paper
33% Final Paper

Loyola University Grading Scale

A	4.00
A-	3.67
B+	3.33
B	3.00
B-	2.67
C+	2.33
C	2.00
C-	1.67
D+	1.33
D	1.00
F	0

Required Materials/Reading List

[What is Leadership?]

“Leadership in Crises: Ernest Shackleton and the Epic Voyage of the Endurance.

Harvard Business Review (HBR) # 9-809-068. Note: All of the Harvard Business Review cases and articles are available for free from our library. As a courtesy to the class, I have taken the liberty to download them for you and post them all on Sakai. Because of copyright and licensing regulations, these articles should not be shared with anyone outside of the LUC Community. The other readings from the Hartwick Classic Leadership series is also directly available to you on Sakai. There are also a few other articles posted for your convenience on Sakai.

1. **“Plato, The Republic”, Hartwick Classic Leadership Cases, (On Sakai).**
2. **“Niccolo Machiavelli, The Prince”, Hartwick Classic Leadership Cases, (On Sakai).**
3. **“Adolf Hitler”, Hartwick Classic Leadership Cases, (On Sakai).**
4. **Al Gini and Ronald M. Green, “Bad Leaders/ Misleaders,” (On Sakai).**

[Business Leadership]

5. **Jim Collins, “Level 5 Leadership: The Triumph of Humility and Fierce Resolve,” July August 2005, (HBR), (On Sakai).**
6. **John P. Kotter, “What Leaders Really Do,” May-June 1990, (On Sakai).**
7. **Daniel Goleman, “Leadership Just Gets Results,” March-April 2000, (On Sakai).**
8. **Walter Isaacson. “The Real Leadership Lessons of Steve Jobs,” April-May 2012, (On Sakai).**
9. **Sydney Finkelstein, “Secrets of the Superbosses”, January- February 2016, (On Sakai)**

[Women and Leadership]

10. **Judy B. Rosener, “Ways Women Lead”, Nov.-Dec. 1990, (On Sakai).**

11. "Oprah Winfrey", #9-809-068, (On Sakai).
 12. "Why Women Still Can't Have It All", *The Atlantic* (On Sakai).
 13. "Margaret Thatcher", #9-497-018, (On Sakai).
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[Servant Leadership]

14. "MLK, Jr. – Letter From Birmingham Jail", (On Sakai).
 15. "Abraham Lincoln", (On Sakai).
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[Presidential Leadership]

16. Michael Lewis, "Obama's Way," *Vanity Fair*, Oct 2012. (On Sakai).
17. Noam Scheiber, "The Obama Whisperer" (On Sakai).

**** I reserve the right to bring in a few articles that I think might help develop our explanation of the topic of leadership.**

Papers

There will be three 5/6 page papers for this class. Each paper is worth one-third of your grade. The first two papers are due on dates to be announced. Final paper, due on scheduled final exam date.

First Paper: Compare and contrast the leadership styles of Ernest Shackleton and SS General Reinhard Heydrich. Discuss the significant differences between their respective leadership styles and goals. What kind of leaders are they?

- 5/6 pages in length (no longer)
- Typed, double spaced
- Standard citations
- Cover sheet
- Due: (TBA)

Second Paper: Do you prefer a “Charismatic” leader or one that is closer to Collins’ definition of a “Level 5 Leadership”? Tell me why? Whichever style you prefer, explain why “Emotional Intelligence” is an important ingredient in any/every form of leadership.

- 5/6 pages in length (no longer)
- Typed, double spaced
- Standard citations
- Cover sheet
- Due: (TBA)

Final Paper: Given the various theories presented in class, how would you, overall, define leadership? Given your definition select one virtue, attribute, power, ability, etc., etc., that you think is most crucial, most vital to the job of leadership. Then, demonstrate how that “one_____” is lived out in the conduct of one business or political leader of your choice. (N.B.: Do not select Emotional Intelligence as your one virtue select)

- 5/6 pages in length
- Typed, double spaced
- Standard citations
- Cover sheet
- Due: On regularly scheduled final exam date.

Quinlan School of Business Policies

Make-Up Examinations

Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. **Make-up examinations are discouraged.** Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician’s note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

Attendance

Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses

and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence. Please leave me a message, either by telephone or email, informing me if and when you will not be in class. I do consider absenteeism when assigning final grades.

Academic Integrity

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood... Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of "F" for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website:

<http://www.luc.edu/media/lucedu/quinlanschoolofbusiness/pdfs/Honor-Code-Quinlan-July2012.pdf>