

**Course Code: BUS 53**

**Title: Leadership and Decision-Making**

**Spring 2016**

**Instructor: John Steinhart**

Grade Options:

- No Grade Requested (NGR)
  - This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided.
- Credit/No Credit (CR/NC)
  - Submission of Myers Briggs questionnaire and completion of written exercises.
- Letter Grade (A, B, C, D, No Pass)
  - Same requirements as Credit plus submission of short paper assessing your leadership and/or decision-making style.

Session 1

LEADERSHIP

- Definitions of leadership and followership
- Motivational theory; common motives of leaders and followers
- Identifying resources that affect your power and influence; use and misuse of power
- Role of competition and conflict in leadership roles
- Charismatic and heroic leaders
- Bullies and narcissists

Session 2

LEADERSHIP

- Values as underpinnings of leadership
- Understanding your own value system and how it influences choices, political views, personal and organizational decisions
- Organizational values, examples of values for well-known corporations
- Importance of shared values
- Vision statements as organizing templates for where organizations or individuals are aiming
- Examples of individual and corporate vision statements
- Developing and communicating your own view of what needs changing or what is possible

Session 3

LEADERSHIP

- EQ (Emotional Intelligence) versus IQ as an essential leadership trait
- Key elements of EQ: personal and social competencies
- Dissonant leadership and brain chemistry

- Leadership styles: different corporate and individual styles and when they work best

#### Session 4

##### DECISION-MAKING

- Problem definition and framing
- The rational model of decision-making
- Why rational models fail
- Traps and cognitive barriers that lead to suboptimal decisions

#### Session 5

##### DECISION-MAKING

- Groupthink versus the wisdom of crowds
- Avoiding decision-making traps
- Intuition: pros and cons
- A new model of decision-making

#### Session 6

##### LEADERSHIP AND DECISION-MAKING

- Dealing with conflict
- Resistance to change
- Wrap-up

Readings: Instructor will bring books from his own library to class for students to borrow, and he will email articles on relevant topics throughout duration of the class.