University of Bridgeport
TCMG 523/MGMT 723
Leadership, Teams and Managing Change

Fall, 2013
Mondays, 12:45 – 3:15; Carlson Hall 252

Neal A. Lewis, Ph.D. **Office: Tech 139**
Phone: 203 – 576 - 4569
E-mail: lewisn@bridgeport.edu
Office Hours: Mondays 11:00 – 12:00 pm, Tuesdays 11:00 am- 1:00 pm, Wednesdays 11:00 am – 12:00 pm, or by appointment.

Course Description:
The course focuses on the analysis of leadership, teams and managing accelerating change issues, processes, tools and techniques in an environment characterized by rapid change, a more demanding customer, a more flexible, diverse and virtual work force with greater technological sophistication, and a more competitive global marketplace. Creating and sustaining high performance multi-cultural and inter-disciplinary traditional and virtual teams is also covered.

Course Learning Objectives:

- Understand the nature of leadership, teams and managing accelerating change and how it relates to global business and technology management.
- Study and analyze different leadership styles, characteristics and attributes and identify the critical success factors for "best-in-class" global leaders.
- Analyze the drivers and pressures of accelerating change and review tools, techniques and frameworks for managing change and innovation proactively and stay ahead of the curve.
- Review the principals and practices for creating and sustaining high performance traditional and virtual teams

Course Material:
1. Dubrin, A., *Leadership: Research Findings, Practice and Skills," 7th Ed.,* South-Western, 2013, ISBN # 978-1-133-43522-8. **Students must have a copy of this book**. This edition contains case studies that are not in previous editions. The book is widely available. Bring your book to every class.

2. Student i>Clicker response unit. "Clickers" are required; we will be using the i>Clicker brand (basic model). These are available at the UB bookstore, on Amazon.com, and other locations. **Your personal clicker must be brought to every class**. Your class participation grade is based primarily on your clicker use. A picture of the basic model is available on the slides for the first class. The bookstore is planning on carrying used clickers that have been previously used by UB students (they will probably need new batteries).

3. Kotter, John P. *Leading Change*, Harvard Business Review Press, 1996, ISBN # 978-0-87584-747-4. The needed portions of this book will be available on Canvas.

4. Additional handouts will be provided and must be downloaded from the course website on Canvas.

Course Requirements:
1. **Class Attendance, Participation, Punctuality and Cheating:** Attendance at each class session is expected. Class lectures complement, but do not duplicate, textbook information.

Together the students and instructor will be creating a learning organization. Students are expected to be on time for class, and attendance will be tracked. A significant portion of your learning will accrue through the constructive and respectful exchange of each other's ideas (including mine!) and search for alternative solutions. You must be actively engaged in class discussions to improve your thinking and communication skills.

Cheating is absolutely unacceptable in any form. If I catch you cheating, I will warn you once, with a zero grade for an assignment. The second offense will result in an "F" for the course. Cheating means using the work of others as your own. Copying homework, using papers from the Internet, any talking or looking around during exams and allowing others to look at your exam papers are examples of cheating.

It is the student's responsibility to familiarize himself or herself with and adhere to the standards set forth in the policies on cheating and plagiarism as defined in Chapters 2 and 5 of the Key to UB http://www.bridgeport.edu/pages/2623.asp or the appropriate graduate program handbook.

2. **Preparation, Deadlines and Late Policy:** Homework and other assignments are due on the due date, not later. **Late assignments will receive half credit**. An email address will be available to submit homework only if you are not able to attend class.

3. **Homework:** Each written assignment should be typed; case studies are one or two pages long. Students will also read and summarize some journal articles; these may be treated like a case study. Use of professional English is expected.

4. **Case Analysis –** All students are required to read and submit written cases and articles. Students must be prepared to discuss all cases in class. Each case study will require you to:

- Identify key issues, problems or opportunities
- Summarize the facts and describe alternative solutions
- Make recommendations for a concrete plan of action (what you would do with a clear rationale showing why you prefer the recommended plan of action)
- Discuss Lessons Learned
- Answer the questions associated with the case (if applicable)

5. **Group (Team) Project and Presentation:** During the first weeks, teams will be formed. Each team will be responsible for (1) presenting one chapter in the Kotter book, and (2) conducting research on a topic that is relevant to the course. The team will prepare and present their research in PowerPoint slide format with appropriate references. A team report will also be turned in at the conclusion of the course.

All of the presentations must include **at least two or more real company examples**. Suggested team term project topics include:

- Managing Accelerating Change in Organizations
- Developing and Sustaining Innovation in Organizations
- Creating and Sustaining Global Virtual and Traditional Teams (including enabling team technologies)
- Developing and Sustaining World Class Leaders
- Develop and Deploy a Company Wide Program for Continuous Improvement (such as ISO 9000, Six Sigma, etc.)
- Develop a Corporate Wide Knowledge Management and Best Practice Sharing Environment
- other topics with the approval of the instructor

Each team should include components of the change and innovation including identifying **people** (leadership, change agents, executive sponsors), **processes** (tools, techniques and work flows),

technologies and any **industry frameworks, standards and guidelines** that can be used and cited to help guide the project.

6. **Course Grading:**

Class participation,	10 %
Team Project and chapter presentation	30 %
Case Study Homework Assignments	30 %
Mid-Term exam	30 %
	100 %

Grades will be posted in Canvas, but will not necessarily contain the above weighting. Final grades will be based on this weighting.

If at any time during the semester you have a concern for your grade progress, please feel free to see me. My perception of fair grading is a building process as I observe your performance of the above factors and perceive your accomplishments of the course objectives.

7. Course Schedule

Session #	Date	Topic	Read before the lecture	Due this week
1	Monday 8/26	**Leadership:** The Nature and Importance of Leadership & Traits, Motives and Characteristics of Leaders	Read DuBrin Chapters 1, 2	Begin forming project teams Do Exercise 2-2 on p. 51 Do Quiz 2-3 on p. 51
	9/2	**Labor Day, no class**		
2	9/9	**Leadership:** Charismatic and Transformational Leadership & Leadership Behaviors, Attitudes and Styles	Read DuBrin Chapters 3, 4 Start using Clickers	**Homework:** Summarize "Leadership Skills Development for Engineers" by Farr and Brazil Discuss in class: Leadership Case Problem A on p. 137: "Is Margo too Macro?" Do in class: Team exercise 3-1 on p. 82 as a team.
3	9/16	**Leadership:** Contingency and Situational Leadership & Leadership Ethics and Social Responsibility	Read DuBrin Chapters 5, 6 McGregor handout	**Homework:** Summarize "Can We Lead and Follow?" by Dixon Discuss in class: Leadership Case B on p. 198, Let's Go Green

Session #	Date	Topic	Read	Due this week
4	9/23	**Leadership:** Motivation and Coaching Skills & Communications and Conflict Resolution Skills;	Read DuBrin Chapters 10, 12	**Homework:** Leadership Case Problem A, Justin Salisbury Tries a Little Recognition, on p. 332.
5	9/30	**Leadership:** Strategic Leadership, Leadership Development, Succession and Diversity;	Read DuBrin Chapters 13, 14, 15	**Homework:** Summarize "Evolution of Leadership Development at General Electric" by Waters. Discuss in class: Leadership Case Problem A, Malcolm Eyes the Executive Suite, p. 501
6	10/7	**Mid-Term Exam**		
7	10/14	**Teams**	Read DuBrin Chapter 9	**Brief Team Presentations on your term paper topic** **Homework:** Leadership Case Problem B, Home Rehab Day at Tymco, p. 297 **Do** Leadership Self-Assessment Quiz 9-2 on p. 278. Turn in results.
8	10/21	**Teams**	Read Team Handbook, Chapters 1 & 3 (on Canvas)	**Homework:** Summarize "Applying the Robin Hood Myth to Engineering Management" by Kennedy Do in class**:** Discussion Questions #1, 4, 7 on p. 295 (DuBrin)
9	10/28	**Teams**	Read Team Handbook, Chapter 4 (on Canvas)	**Homework:** document one team meeting using the sample agenda on page 4-47 (Team Handbook).
10	11/4	**Managing Change**	Read Kotter Chapters 1 & 2	**Homework:** Leadership Case Problem A, The Rapid Cash Store Needs Ideas, on page 368 (DuBrin)

Session #	Date	Topic	Read & Do	Due today
11	11/11	**Managing Change**		**Presentations:** Kotter Chapter 3 Kotter Chapter 4 Kotter Chapter 5
12	11/18	**Managing Change**		**Presentations:** Kotter Chapter 6 Kotter Chapter 7 Kotter Chapter 8
13	11/25	**Managing Change**		**Presentations:** Kotter Chapter 9 Kotter Chapter 10 **Project presentations**
14	12/2	**Conclusion**		**Project presentations** **Final project reports due**
	Week of 12/9	**No Final Exam**		