Course Title: Leadership and Decision-Making
Course Code: BUS 53
Quarter: Spring 2017
Instructor Name: John Steinhart
Course Schedule: Six Wednesdays (7 to 8:50pm) April 5 through May 10, 2017

This course is intended for those with advanced degrees or at least five years of supervisory or project management experience.

Required Text(s): None
I will provide an extensive reading list for students who want to follow up on topics covered in class. I will also bring books, articles, and DVDs to class that students may check out provided they return them the following week, thus allowing all students access to these materials. In addition, each week I will send by email short articles covering topics presented in class.

Grade Options and Requirements:
No Grade Requested (NGR): Just show up for class.

Credit: Students answer a short version of the Myers Briggs questionnaire and receive an assessment that indicates preferences helpful in understanding how you take in and perceive information and make decisions-- AND complete four written, self-reflective exercises relating to personal values and vision statements. These will be due between Weeks 2 and 5 of the course. All submissions will be treated as confidential and I will destroy or delete all copies, including electronic files, at the conclusion of the course.

Letter Grade: Students must complete the requirements for Credit (see above) AND write a three to five page paper describing your own leadership and/or decision-making style; or, alternatively, that of a historical figure or someone with whom you work. No research is required for this paper, but students are expected to apply concepts discussed in the course. This final paper is due in Week 5 of the course, but an extension of the deadline may be offered under special circumstances of need. This paper will be treated confidentially and all copies or records of it will be destroyed or deleted from my computer files at the conclusion of the course.

Weekly Outline
Week 1 – Wednesday, April 5
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.
• Charisma, heroes, dictators, bullies and narcissists.

**Week 2 – Wednesday, April 12**
**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.

**Week 3 – Wednesday, April 19**
**LEADERSHIP**
• EQ (Emotional Intelligence) versus IQ as essential leadership traits
• Key elements of EQ: personal and social competencies
• Dissonant leadership and brain chemistry
• Leadership styles: different styles and when they work best.

**Week 4 – Wednesday, April 26**
**DECISION-MAKING**
• Problem definition and framing
• The rational model of decision-making
• Why rational models fail
• Traps and cognitive barriers that lead to sub-optimal decisions

**Week 5 – Wednesday, May 3**
**DECISION-MAKING**
• Groupthink versus the wisdom of crowds
• Avoiding decision-making traps
• Intuition: pros and cons
• A new model of decision-making

**Week 6 – Wednesday, May 10**
**LEADERSHIP AND DECISION MAKING**
• Dealing with conflict
• Promoting win-win outcomes, creativity, innovation
• Wrap-up