

MIS 34165 13566
DYNAMICS OF LEADERSHIP
SPRING 2010
KENT MAIN CAMPUS



LEARNING IN LIVE FIRE!

MONDAY
6:15 PM – 8:55 PM
BSA 208

Professor Jim Williams
330 493-7592

jwilli55@kent.edu
jwilliams1993@neo.rr.com

DYNAMICS OF LEADERSHIP SPRING - 2010
PROFESSOR JIM WILLIAMS
KENT MAIN CAMPUS BSA 208 MON 6:15 PM – 8:55 PM
1:58 PM 12/23/2009

DYNAMICS OF LEADERSHIP

"If you tell me, I will listen. If you show me, I will see. But if you let me experience, I will learn."

INDEX

- Course Objectives & Course Description page 1-3
- Profit Centers / Organization page 3-4
- Blocks of Work description page 5-10
- Required books & Grading process page 11
- The course Roadmap page 12-17

COURSE OBJECTIVES

Upon completion of the course, the student should be able to:

- **Understand** the field of organizational behavior and its challenges
- **Describe** the evolution of management
- **Learn** the power of Situation Leadership to effectiveness
- **Understand** motivation as a vital component of organizational growth
- **Learn** the difference between leadership and managing
- **Describe** Goal setting as a SMART model
- **Describe** the power of Mission, Vision, & Strategy
- **Discuss** the five types of power in an organization
- **Describe** the role of training, education & communication in organizations
- **Describe** effective change process instruments and impact
- **Create** a desire to step into a leadership role in each student

COURSE DESCRIPTION

Strategic and Tactical; two very different yet very connected elements of a business enterprise that will be at the forefront of our time together in seeking to bring the light of clarity of their importance. As we begin the journey in 2010, the currents of traditional philosophies are more confusing with each passing day. I would never have imagined that there would be scholarly debate about transcending from a Free Market economic system toward a Big Government Socialism economic system. As I have prepared my mind for our time together and realizing the core purpose of this course, Dynamics of Leadership, it has become blatantly apparent that we should build this journey around the two divergent poles of a Free Market versus a Centrally Planned Economy. So Adam Smith and Karl Marx become the paternal source of the DNA over three hundred years ago that has shifted us, grown us, enriched us, provided immeasurable wealth for us, created a cavern of Big Government and Entitlement programming on a scale Roosevelt could not have imagined. So it is the best of times and the worst of times in which we live it seems!

DYNAMICS OF LEADERSHIP SPRING - 2010
PROFESSOR JIM WILLIAMS
KENT MAIN CAMPUS BSA 208 MON 6:15 PM – 8:55 PM
1:58 PM 12/23/2009

As the name of the Course projects, we must for we should truly drill in the furrows of this thing called BUSINESS from the spinal column of Policy and the skeletal system of Strategy as you move to a point in your life to decide a direction for that career. Business in a Free Market is remarkably different than a business in a CPE, Centrally Planned Economy. Mind you, there will be those that might wish to turn this position for this course into a political or ideological forum to attack but alas, that will not happen. It is my intention to put the facts before you and you to the rest of us in a way that clears the way for you, the individual, to decide what is best for you, for society and for our world which is your world you are building for your children and grandchildren. Strategic management is vital for envisioning a business threshold carries with it energy to push an organization even through the tough times as no doubt we can all attest to witnessing daily.

Dynamics of Leadership, the course, is developed on the premise that students are challenged to think critically about the material at hand and their own attitudes about the learning. Refining the tools you will be developing and employing throughout your careers is a core learning process of the adventure. The prevailing theme of the course is [leadership and change](#) and the demands it places on people and organizations to grow and adjust while maintaining well being in an environment of constant and rapid change. The fundamental basis of the Course is that there is no Business until there is a successful negotiation of price for a good or service transaction. The syllabus concept is tethered to that transaction as a commercial venture that is dissected into its component elements which are then threshed out in a host of experiences during the semester.

CLASS TEAMS

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Professor Williams • Team Leaders | <ul style="list-style-type: none"> • ALFA • BRAVO • CHARLIE • DELTA • ECHO • FOXTROT • GOLF • HOTEL • INDIA • JULIETTE • KILO • LIMA • MIKE • NOVEMBER • OSCAR • PAPA | <p>CHIEF EXECUTIVE OFFICER</p> <p>OPERATIONS DIRECTORS</p> <ul style="list-style-type: none"> Liz Whiteman COO Anthony Edwards Tiffany Bruno Brad Brobek Stephanie Gibson Zach New Brent Hilliard Jordan Starcher Raymond Dipre Brad Enlow Brittaney Tirreno Ali Kennedy Andrew Plaso Stephani Long Alan Donovan Mike Majeski |
|--|---|--|

THE BLOCKS OF WORK

EXAMINATIONS **WORD DOCUMENT**

There will be **TWO discussion-type examinations; a mid-term and a final exam...** This will be a TEAM project. The teams can use any reference materials they wish to support the answers but all sources will be documented and properly credited. The fundamental of my testing is to see clearly that you **UNDERSTAND** the question thus why I will never use multiple-choice standardized testing materials. The business world does not question things expecting an answer of A, B, C, D, etc. The examination will be emailed to each student one week prior to the due date for the examination turn in. The exam will be turned in hard copy. Effective writing skills are a vital component of our journey so I expect your work to be professionally submitted in spelling, grammar, sentence structure and referencing any sources you might choose to utilize. Criteria for examinations and research papers are found in the JIM WILLIAMS' PHILOSOPHY OF TEACHING file you will receive. The examination is to be turned in on the scheduled class indicated in the syllabus. If not turned in the test score will be reduced by ten points for each late class period leading up to the actual submission.

BUILDING THE BUSINESS PLAN **POWERPOINT**

Business planning is vital to business success. I view this academic journey as a business and thus investment of capital for future returns must yield an ROI or a return on investment. People that yearn to work in a vacuum or carry their own load in a silo will, frankly, struggle this entire semester. A business plan can have many elements but each of the teams will develop its own team business plan to incorporate the following elements:

- Basic assumptions upon which the plan is built
- Team logo / Mission, Vision and Strategies to accomplish the work
- A scorecard that provides transparency on key performance indicators -- KPI
- Attendance accountability policy and metric
- Work completion process / accountability system
- Involvement of ALL team members
- SWOT the process at the beginning and at the end of the journey
- Lessons learned from the journey
- Opportunities for Improvement

The team will develop a **State of the Business** summary as a PowerPoint presentation that will be presented within the first two weeks of the semester and a final wrap up business plan at the end of the semester covering the components status outlined above for the business plan will be submitted.

BOOK PROJECTS

Each member of the class will be assigned two books that will be read, research and reported on as a team-based project. Half the class will be assigned THE SELLING OF THE AMERICAN ECONOMY and the other half will be assigned the award winning boo, THE ONCE AND FUTURE UNION. The second book will be assigned based on the team assignment of the student. Shown below is the process to be followed with the assigned books:

BOOK PROJECT- 1A

PRESENTATION & PAPER

THE SELLING OF THE AMERICAN ECONOMY

ALFA – CHARLIE – ECHO – GOLF – INDIA – KILO – MIKE - OSCAR

The key message of the book will set the centerpiece for our educational journey this semester as the author expands on some American “taboos” showing vividly the rapid transcendence of our economy into a whole new and much misunderstood global economy. The assigned teams will develop a class PowerPoint presentation covering the following as well as a SWOT analysis and a comprehensive list of lessons learned from the book:

- Profile the author / The Selling of the American Economy
- The Invisible Worker / A View from the Top & The New Face of the US Economy
- Foreign Capital & The Mercedes – State of Alabama story
- Not in my Backyard & The Honda-Marysville, OH Story
- Not in Washington’s Backyard, Either
- Foreign, Owners, American Management
- The Welcome Mat / The Race Between the States

BOOK PROJECT – 1B

PRESENTATION & PAPER

THE ONCE AND FUTURE UNION

BRAVO – DELTA – FOXTROT – HOTEL – JULIETTE – LIMA – NOV - PAPA

AUTOPSY OF A RUBBER WORKER UNION

The death of the United Rubber Workers of America union is a metaphor for the reality of the industrial landscape in the 21st century. It is an amazing story and a fantastic learning journey the provides deep insight to what decision makers are facing in the head winds of a weakened global economy, global over production capacity in many commodities and a globalized environment struggling with recessionary times.

The assigned teams will secure a copy of the award winning book, The Once and Future Union. The assigned teams will, as a cohesive team, develop a Word file book summary of ten pages single-spaced and margins justified AND a PowerPoint presentation covering the following:

- roadmap about the history of the URW that had its birth and its death
- The Big 5 will be profiled as well as the Akron-linkage
- The global trade winds that led to the demise and consolidation of the four of the Big 5

DYNAMICS OF LEADERSHIP SPRING - 2010

PROFESSOR JIM WILLIAMS

KENT MAIN CAMPUS BSA 208 MON 6:15 PM – 8:55 PM

1:58 PM 12/23/2009

- What Goodyear has done to remain the only remaining of the Big 5
- Key players in the URW journey
- The Goldsmith 1986 hostile takeover attempt i
- Portray the rapid deterioration of the URW membership
- Major quality issues that exacerbated the demise
- SWOT
- Lessons Learned

TEAM SPECIFIC BOOK PROJECT - 2

PRESENTATION & PAPER

Each team will additionally be assigned one of the following books to read:

- | | |
|--|---------------------------|
| • <u>The Goal</u> by Eliyahu M. Goldratt | ALFA / HOTEL / OSCAR |
| • <u>Nine Shift</u> by William Draves & Julie Coates | BRAVO / INDIA |
| • <u>The End of Detroit</u> by Micheline Maynard | CHARLIE / JULIETTE / PAPA |
| • <u>The Wal-Mart Way</u> by Don Soderquist | DELTA / KILO |
| • <u>1984</u> by George Orwell | ECHO / LIM |
| • <u>Animal Farm</u> by George Orwell | FOXTROT / MIKE |
| • <u>How Capitalism Will Save Us</u> by Steve Forbes | GOLF / NOVEMBER |

The class will develop a 5-7 page paper and a PowerPoint presentation covering the following:

- Profile the author
- Outline the global context of the book
- Key transitioning points of the global economy
- Drivers to the change we are witnessing
- SWOT the book and Lessons Learned
- Would you recommend this book to others and why / why not?

RESEARCH PAPER / PRESENTATION

POWERPOINT & WORD DOCUMENT

There will be TWO research topics for each team as shown in the Roadmap on the class when scheduled for presentation. Writing skills as well as effective presentation delivery skills are vital in today's global commercial world. Therefore, a team-based research project / paper / presentation are assigned. The paper will be approximately 5-7 pages in length, double spaced with a font of Arial 12 with margins justified. The presentation will be a maximum of 5 PowerPoint charts. The topics are to be developed and presented are shown on the scheduled class.

WHITE PAPERS

POWERPOINT PRESENTATION

A White Paper Word File will be emailed to each student. Each team is assigned a White Paper as indicated below. The team will read and research the WP and develop a 5 chart PowerPoint presentation covering the thesis of the WP, a brief profile of the author and the economic and leadership implication of the writing. The assignments are:

- | | |
|---|-----------------|
| • It is a Flat World After All | ALFA / JULIETTE |
| • That Deficit Problem | BRAVO / KILO |
| • The 21 st Century Global Economy | CHARLIE / LIMA |
| • The Real Key to Development | DELTA / MIKE |
| • The Dollar and the Market Mess | ECHO / NOVEMBER |

DYNAMICS OF LEADERSHIP SPRING - 2010
PROFESSOR JIM WILLIAMS
KENT MAIN CAMPUS BSA 208 MON 6:15 PM – 8:55 PM
1:58 PM 12/23/2009

- The Krugman Recipe for Depression
 - Protectionism Doesn't Pay
 - The End of the Affair
- FOXTROT / OSCAR
GOLF / PAPA
HOTEL / INDIA

TRANSFORMATIONAL LEADERSHIP

POWERPOINT

Two teams will be paired to develop a PowerPoint presentation that profiles their two Transformational leaders using Burn's Transformational Leaders model: <http://psychology.about.com/od/leadership/a/transformational.htm>. The capability each leader brought to the historical issue in which they were transformational is to be examined and profiled.

NEGATIVE

- Jim Jones & Jonestown
- Saddam Hussein & the Kurds
- Adolph Hitler & Auschwitz
- David Koresh & Waco
- Stalin & Bolshevik Revolution
- Benito Mussolini & Ethiopia
- Ulysses S. Grant & Vicksburg
- Ahmadinejad & the Holocaust

POSITIVE

- Paul "Bear" Bryant & Alabama Football
 - John Wooden Culture of Winning
 - Woody Hayes & SLM
 - Pres Eisenhower & Interstates
 - Paul Volcker & Serpent of Inflation
 - Vince Lombardi & WINNING
 - Charlemagne & US law
 - Martin Luther King & Peaceful Change
- ALFA / PAPA
BRAVO / OSCAR
CHARLIE / NOV
DELTA / MIKE
ECHO / LIMA
FOXTROT / KILO
GOLF / JULIETTE
HOTEL / INDIA

HOT TOPIC

Each class a HOT TOPIC will be selected that is currently working through the communication systems of our global village. A set of teams will be assigned a web link video to view and research. The consolidate teams will present to the class a PowerPoint presentation capturing the overview of the video, the global context and issues addressed by the video and the key characters and their roles. The teams will lead the class in a discussion on the video topic to assess the Leadership and thus Decision making issues that exist. This will be open discussion to facilitate stating of opinions but based on facts.

The assigned teams will develop a five page research paper in addition to the presentation. The topics will be:

- OBAMA'S WAR
 - SICK AROUND THE WORLD
 - THE WARNING
 - THE CARD GAME
 - TEN TRILLION AND COUNTING
 - MEETING OF THE MINDS – REBUILDING AMERICA
- ALL

PERSONAL JOURNALING

Journaling is a process, a management process that instills and internalizes key points and lessons learned from an experience witnessed. There is no knowledge until it is recorded so journaling is the physical manifestation of knowledge for wisdom is unattainable in the void of knowledge. At the end of each class period we will share together, each student will be allocated time to record in a personal journal responses to the following points:

1. What lessons did I learn today that I can explain to someone that did not experience it
2. If you had to teach what was learned today, what three key teaching points would you focus on
3. What would you have changed about today to have made your learning richer
4. If you could tell Professor Williams anything to make the day better, what would it be
5. Name three people you will engage in the next 24 hours on the points we learned today

DYNAMICS OF LEADERSHIP SPRING - 2010
PROFESSOR JIM WILLIAMS
KENT MAIN CAMPUS BSA 208 MON 6:15 PM – 8:55 PM
1:58 PM 12/23/2009

REQUIRED BOOKS

- The Selling of the American Economy by Micheline Maynard ISBN 978-0-385-52052-2
- The Once and Future Union by Bruce Meyer ISBN 188483684
- The Goal by Eliyahu M. Goldratt ISBN 9780884271789
- Nine Shift by William Draves & Julie Coates ISBN 1 57722 030 7 www.lern.org
- The End of Detroit by Micheline Maynard ISBN-10: 0385507690
- The Wal-Mart Way by Don Soderquist ISBN-10: 0785261192
- 1984 by George Orwell ISBN 9780821809334
- Animal Farm by George Orwell ISBN ISBN-10: 0451526341
- How Capitalism Will Save Us by Steve Forbes ISBN: 9780307463098

GRADING SCALE

Grade	Percentage
A	100-95
A-	94-90
B+	89-86
B	85-83
B-	82-80
C+	79-76
C	75-73
C-	72-70
D+	69-65
D	64-60
F	59-0

GRADE POINT BREAKDOWN

- | | |
|---|--------------|
| • Midterm Exam | 1,500 points |
| • Final Exam | 1,500 points |
| • Transformational Leadership | 1,000 points |
| • Hot Topic video / research paper / presentation | 1,000 points |
| • Research paper / presentation | 1,000 points |
| • White Paper presentation | 1,000 points |
| • Team Business plan presentation | 500 points |
| • Book Project 1 | 1,000 points |
| • Book Project 2 | 1,000 points |
| • Book Project 3 | 1,000 points |
| • URW autopsy project | 1,500 points |
| • Team member involvement / commitment | 1,000 points |
| • Personal journal | 500 points |

TOTAL

12,500 points

CLASS ROADMAP

CLASS 1 MON JAN 25

- Introductions
- Plato's Cave and seeking the new reality for leaders
- $GDP = C + I + G + (X - M)$
- Behavior & Productivity
- Definition of leadership
- Class expectations and team based work

CLASS 2 MON FEB 1

- Leading in a service industry through people
- Syllabus blocks of work review / clarification / finalization
- Team Business Plan presentations

Ray Hexamer

THE AMERICAN INDUSTRIAL REVOLUTION

- Economic overview of King Cotton in the 19th century
- Profile the European Industrial Revolution
- Describe slavery as an economic matter in the 19th century
- The Gettysburg Address's global implication
- The Battle of Antietam as a global tectonic shift

ALFA / BRAVO
BRAVO / CHARLIE
CHARLIE / DELTA
ECHO / FOXTROT
GOLF

CLASS 3 MON FEB 8

HOT TOPIC OBAMA'S WAR ALFA / JULIETTE

http://www.pbs.org/wgbh/pages/frontline/obamaswar/?utm_campaign=homepage&utm_medium=bigimage&utm_source=bigimage

- Situational Leadership Model ... the roadmap for the journey
- Maslow's Hierarchy of Needs and Leadership
- Stages of team development and team leadership
- Herby and CVP

CLASS 4 MON FEB 15

- Human Resource challenges for Leaders
- The Global perspective of Maslow – Team discussion

Brian Christman

TRANSFORMATIONAL CHANGE AGENTS

NEGATIVE

- Jim Jones & Jonestown
- Saddam Hussein & the Kurds
- Adolph Hitler & Auschwitz
- David Koresh & Waco
- Stalin & Bolshevik Revolution
- Benito Mussolini & Ethiopia
- Ulysses S. Grant & Vicksburg
- Ahmadinejad & the Holocaust

POSITIVE

- Paul "Bear" Bryant & Alabama Football
- John Wooden Culture of Winning
- Woody Hayes & SLM
- Pres Eisenhower & Interstates
- Paul Volcker & Serpent of Inflation
- Vince Lombardi & WINNING
- Charlemagne & US law
- Martin Luther King & Peaceful Change

ALFA / PAPA
BRAVO / OSCAR
CHARLIE / NOV
DELTA / MIKE
ECHO / LIMA
FOXTROT / KILO
GOLF / JULIETTE
HOTEL / INDIA

CLASS 5 MON FEB 22
BOOK PROJECT – 1A
THE SELLING OF THE AMERICAN ECONOMY

- Profile the author / The Selling of the American Economy
- The Invisible Worker / A View from the Top & The New Face of the US Economy
- Foreign Capital & The Mercedes – State of Alabama story
- Not in my Backyard & The Honda-Marysville, OH Story
- Not in Washington’s Backyard, Either
- Foreign, Owners, American Management
- The Welcome Mat / The Race Between the States

CLASS 6 MON MAR 1

- Steve Perry

HOT TOPIC NATIONAL DEBT ECHO / HOTEL
TEN TRILLION AND COUNTING

http://www.pbs.org/wqbh/pages/frontline/tentrillion/view/?utm_campaign=homepage&utm_medium=top5&utm_source=top

5

RESEARCH PAPER / PRESENTATION

- | | |
|---|---------|
| • European Industrial Revolution and the American Civil War | ALFA |
| • Economics, geography & history of Ohio & Erie Canal for America | BRAVO |
| • Economics and politics of King Cotton in the US Civil War | CHARLIE |
| • The Panama Canal and its global shipping impact | DELTA |
| • OPEC as a strategic cartel | ECHO |

CLASS 7 MON MAR 8

- The Ethical Side of Governance Rep Todd Snitchler

BOOK PROJECT - 3

- | | |
|--|---------------------------|
| • <u>The Goal</u> by Eliyahu M. Goldratt | ALFA / HOTEL / OSCAR |
| • <u>Nine Shift</u> by William Draves & Julie Coates | BRAVO / INDIA |
| • <u>The End of Detroit</u> by Micheline Maynard | CHARLIE / JULIETTE / PAPA |
| • <u>The Wal-Mart Way</u> by Don Soderquist | DELTA / KILO |
| • <u>1984</u> by George Orwell | ECHO / LIM |
| • <u>Animal Farm</u> by George Orwell | FOXTROT / MIKE |
| • <u>How Capitalism Will Save Us</u> by Steve Forbes | GOLF / NOVEMBER |

CLASS 8 MON MAR 15

HOT TOPIC **THE CARD GAME DELTA / FOXTROT**

http://www.pbs.org/wqbh/pages/frontline/creditcards/?utm_campaign=homepage&utm_medium=bigimage&utm_source=bigimage

Continuous Improvement & Customer Service in real time

- Managing Customer Service at Chick-Fil-A Doug Pugh
- Managing Customer Service at Cracker Barrel Jon Casey

RESEARCH PAPER / PRESENTATION

- Economics of the Public Law 77-11 & countries receiving FOXTROT
- Entitlement defined & % of US GDP quantified and implication going forward GOLF
- Define reverse lend-lease HOTEL
- Role of Gen George C. Marshall and Lend-Lease INDIA
- The Lilly Ledbetter Case profile and implication JULIETTE

CLASS 9 MON MAR 22

- Communications as a strategic reality Sue Grabowski
- **TURN IN MID TERM EXAM**

RESEARCH PAPER / PRESENTATION

- American Industrial Revolution and the rise of unionism and their founding fathers KILO
- The Toyota Production System root structure and DNA today LIMA
- “The Oprah Effect” defined, quantified and strategic management implication MIKE
- The Berlin Airlift strategy, economics, impact, logistics NOV
- The Tet Offensive 1968 as a military disaster but a PR victory for the NVAd OSCAR
- Reagan firing of the Air Traffic Controller profile and evolutionary impact today PAPA

SPRING BREAK 29 MAR – 2 APR 2010

CLASS 10 MON APR 5

- The Kent State Challenge Dean Yank Heisler
- Healthcare in the 21st Century Ed Roth – CEO

HOT TOPIC **SICK AROUND THE WORLD** BRAVO / INDIA

http://www.pbs.org/wqbh/pages/frontline/sickaroundtheworld/?utm_campaign=homepage&utm_medium=bigimage&utm_source=bigimage

THE SPORT OF REDNECKS

- Economic impact of Dale Earnhardt death / legacy HOTEL / PAPA
- Corporate overview of NASCAR and the current Bill France INDIA / OSCAR
- The economics & marketing of NASCAR JULIETTE / NOVEMBER
- NASCAR and Goodyear linked at the hip KILO / MIKE
- Role and process of a pit crew LIMA

CLASS 11 MON APR 12

- Transformational leadership at A Schulman

Gary Miller

HOT TOPIC REBUILDING AMERICA - ALL

MEETING OF THE MINDS - REBUILDING AMERICA

<http://www.cnbc.com/id/30582844>

- Green jobs ALFA / PAPA
- Solving America's Manufacturing Crisis BRAVO / OSCAR
- Rebuilding America CHARLIE / NOVEMBER
- Keeping Jobs in America DELTA / MIKE
- Ford Motor Company ECHO / LIMA
- Getting Back on Track FOXTROT / KILO
- NUCOR's DiMicco / Sec of Labor role GOLF / JULLIETTE
- America's Industrial Base / Leo Gerard & Wilbur Ross HOTEL / INDIA

CLASS 12 MON APR 19

HOT TOPIC COLLECTIVE BARGAINING AND COMPETITIVENESS

- Unions in the 21st century

Chris Ricker

COLLECTIVE BARGAINING EVOLUTION

- Trade guilds in Europe and the European Industrial Revolution ALFA / PAPA
- The Wagner Act 1935 & Taft-Hartley Act 1948 BRAVO / OSCAR
- Teamsters Union and Jimmy Hoffa and his legacy CHARLIE / NOVEMBER
- United Auto Workers and Ron Gettelfinger in a changing world DELTA / MIKE
- National Labor Relations Board history and evolution ECHO / LIMA
- Describe a union organizing campaign process FOXTROT / KILO
- Employee Free Choice Act overview GOLF / JULIETTE
- AFL-CIO profile / history HOTEL / INDIA

CLASS 13 MON APR 26

- Course evaluations
- The Goodyear Tire & Rubber Company as a Global Company
 - Goodyear Global Quality Policy
 - Goodyear Lean / 6 Sigma as a business strategy

Don Stanley
Dave Woodyard

LET'S SKIT-LEARN

- Mutiny on the Bounty Case Study of Leadership ALFA / BRAVO
http://www.motivation-tools.com/workplace/bounty_mutiny.htm
- Transactional Analysis as a human reality and leadership challenge CHARLIE / DELTA
- Theory of Constraints <http://www.goldratt.com/toctpwhitepaper.pdf> KILO / LIMA
- Becoming an Eagle Scout -- <http://www.troop97.net/bsaeagle.htm> ECHO / FOXTROT / MIKE

CLASS 14 MON MAY 3
BOOK PROJECT – 1B
AUTOPSY OF A RUBBER WORKER UNION

- roadmap about the history of the URW that had its birth and its death
- The Big 5 will be profiled as well as the Akron-linkage
- The global trade winds that led to the demise and consolidation of the four of the Big 5
- What Goodyear has done to remain the only remaining of the Big 5
- Key players in the URW journey
- The Goldsmith 1986 hostile takeover attempt i
- Portray the rapid deterioration of the URW membership
- Major quality issues that exacerbated the demise
- SWOT
- Lessons Learned

LET'S SKIT-LEARN

- Transformational Leadership – Don Corleone as the Godfather GOLF / HOTEL
 - <http://leadership.au.af.mil/documents/homrig.htm>
- The Power of Pavlov's Doggie for Leadership today – Beavis & Buttthead INDIA / JULIETTE
- Situational Leadership – LeBron James & Mike Brown PAPA / OSCAR / NOV

CLASS 15 MON MAY 10
FINAL EXAMINATION

- Turn in Final examination / personal journals / Team Evaluations / Business plans
- SWOT the course / Lessons learned

WHITE PAPERS

- It is a Flat World After All ALFA / JULIETTE
- That Deficit Problem BRAVO / KILO
- The 21st Century Global Economy CHARLIE / LIMA
- The Real Key to Development DELTA / MIKE
- The Dollar and the Market Mess ECHO / NOVEMBER
- The Krugman Recipe for Depression FOXTROT / OSCAR
- Protectionism Doesn't Pay GOLF / PAPA
- The End of the Affair HOTEL / INDIA