

MIS 34165 – 12301
DYNAMICS OF LEADERSHIP
SPRING 2010
KENT MAIN CAMPUS



LEARNING IN LIVE FIRE!

MON & WED
11 AM – 12:15 PM
BSA 110

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 110 MW 11 am – 12 :15 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 4
- Blocks of Work description page 5-10
- Required books & Grading process page 11
- The course Roadmap page 12-16

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 2009, 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, Integrated Business Policy & Strategy, 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

DYNAMICS OF LEADERSHIP SPRING 2010

2

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1:58 PM 12/23/2009

scale Roosevelt could not have imagined. So it is the best of times and the worst of times in which we live it seems!

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

- **Professor Williams**
- **Team Leaders**

CHIEF EXECUTIVE OFFICER

OPERATIONS DIRECTORS

• ALFA	Nick Davis	Chief Operating Officer
• BRAVO	Greg Mastroianni	
• CHARLIE	Nicole Ingram	
• DELTA	Evan Whiting	
• ECHO	Bethany Arrington	
• FOXTROT	Jacob Moskowitz	
• GOLF	Chenal Harris	
• HOTEL	Mark Frederick	
• INDIA	Brandon Panek	
• JULIETTE	Russ McCune	
• KILO	Tessa Farese	
• LIMA	Julia Provencano	
• MIKE	Kelly Daly	
• NOVEMBER	Jeff Babin	
• OSCAR	Duygu Tigli	
• PAPA	Mark Seger	

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

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PROFESSOR JIM WILLIAMS

KENT MAIN CAMPUS BSA 110 MW 11 am – 12 :15 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 |
| • That Deficit Problem | BRAVO |
| • The 21 st Century Global Economy | CHARLIE |

DYNAMICS OF LEADERSHIP SPRING 2010
PROFESSOR JIM WILLIAMS
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1:58 PM 12/23/2009

- The Real Key to Development DELTA
- The Dollar and the Market Mess ECHO
- The Krugman Recipe for Depression GOLF
- Protectionism Doesn't Pay HOTEL
- The End of the Affair INDIA
- The Bernanke Market JULIETTE

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
- Robert E. Lee & Pickett's Charge
- Rick Waggoner & GM

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
- Nguyen Vo Giap & Khe Sahn
- Carlos Ghosn & Renault / Nissan

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 & presentation. The topics will be:

- OBAMA'S WAR ALFA / JULIETTE / HOTEL
- SICK AROUND THE WORLD BRAVO / INDIA
- THE WARNING CHARLIE / GOLF / KILO
- THE CARD GAME DELTA / FOXTROT / LIMA
- TEN TRILLION AND COUNTING ECHO / HOTEL / MIKE
- THE MADOFF AFFAIR NOVEMBER / OSCAR / PAPA
- 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:

DYNAMICS OF LEADERSHIP SPRING 2010
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1:58 PM 12/23/2009

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

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 |
| • URW autopsy project | 1,500 points |
| • Team Business plan presentation | 500 points |
| • Book Project - 1 | 1,000 points |
| • Book Project – 2 | 1,000 points |
| • Team member involvement / commitment | 1,000 points |
| • Personal journal | 500 points |

TOTAL

12,500 points

DYNAMICS OF LEADERSHIP SPRING 2010
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1:58 PM 12/23/2009

CLASS ROADMAP

CLASS 1 WED JAN 20

- Introductions
- Plato's Cave and seeking the new reality for leaders

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1:58 PM 12/23/2009

- Behavior & Productivity
- Definition of leadership
- Class expectations and team based work

CLASS 2 MON JAN 25

- Syllabus blocks of work review / clarification / finalization
- Situational Leadership Model ... the roadmap for the journey

CLASS 3 WED JAN 27

- Team Business Plan presentations

CLASS 4 MON FEB 1

- Communications as a Competitive Differentiator

Sue Grabowski

CLASS 5 WED FEB 3

. HOT TOPIC REBUILDING AMERICA - ALL

MEETING OF THE MINDS - REBUILDING AMERICA

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

- | | |
|--|--------------------|
| • Green jobs | ALFA / / KILO |
| • Solving America's Manufacturing Crisis | BRAVO / PAPA |
| • Rebuilding America | CHARLIE / NOVEMBER |
| • Keeping Jobs in America | DELTA / OSCAR |
| • Ford Motor Company | ECHO / MIKE |
| • Getting Back on Track | FOXTROT / LIMA |
| • NUCOR's DiMicco | GOLF / HOTEL |
| • America's Industrial Base | INDIA / JULIETTE |

CLASS 6 MON FEB 8

- Leadership and People – The Mystery

Ray Hexamer

CLASS 7 WED FEB 10

- Transformational leadership at A Schulman

Gary Miller

CLASS 8 MON FEB 15

- Healthcare in the 21st Century

Ed Roth

CLASS 9 WED FEB 17

. 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

RESEARCH PAPER / PRESENTATION

- "The Oprah Effect" defined, quantified and strategic management implication

CHARLIE

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PROFESSOR JIM WILLIAMS

KENT MAIN CAMPUS BSA 110 MW 11 am – 12 :15 pm

1:58 PM 12/23/2009

- The Berlin Airlift strategy, economics, impact, logistics

DELTA

CLASS 10 MON FEB 22

THE SELLING OF THE AMERICAN ECONOMY

- Profile the author / The Hyundai-Montgomery, AL Story
- The Selling of the American Economy
- The Invisible Worker / The New Face of the American Economy
- Foreign Capital / A View from the Top

CLASS 11 WED FEB 24

THE SELLING OF THE AMERICAN ECONOMY

- Not in my Backyard / The Honda-Marysville, OH Story
- Not in Washington's Backyard, Either / The Alabama Mercedes Story
- Foreign, Owners, American Management
- The Welcome Mat / The Race Between the States

CLASS 12 MON MAR 1

- **HOT TOPIC** **OBAMA'S WAR** ALFA / JULIETTE / HOTEL
http://www.pbs.org/wqbh/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

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

CLASS 13 WED MAR 3

RESEARCH PAPER / PRESENTATION

- Profile John C. Calhoun and his role / contribution to the Civil War ALFA
- The Toyota Production System root structure and DNA today BRAVO

LET'S SKIT-LEARN

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PROFESSOR JIM WILLIAMS
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1:58 PM 12/23/2009

- Becoming an Eagle Scout -- <http://www.troop97.net/bsaeagle.htm> ECHO / FOXTROT / MIKE
- 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 & Butthead INDIA / JULIETTE
- Situational Leadership – LeBron James & Mike Brown PAPA / OSCAR / NOV

CLASS 14 MON MAR 8

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 / BRAVO
- The Wagner Act 1935 & Taft-Hartley Act 1948 CHARLIE / DELTA
- Teamsters Union and Jimmy Hoffa and his legacy ECHO / FOXTROT
- United Auto Workers and Ron Gettelfinger in a changing world GOLF / HOTEL

CLASS 15 WED MAR 10

EMAIL MID TERM

COLLECTIVE BARGAINING EVOLUTION

- National Labor Relations Board history and evolution INDIA / JULIETTE
- AFL / CIO profile / history KILO / LIMA
- PBGC charter and mission MIKE / NOVEMBER
- Employee Free Choice Act overview OSCAR / PAPA

CLASS 16 MON MAR 15

- Transformational Leadership Joe Gingo

HOT TOPIC THE MADOFF AFFAIR NOV – OSCAR - PAPA

http://www.pbs.org/wgbh/pages/frontline/madoff/view/?utm_campaign=homepage&utm_medium=proglis&utm_source=proglis

CLASS 17 WED MAR 17

TURN IN MID TERM

BOOK PROJECT

- The Goal by Eliyahu M. Goldratt ALFA GOLF OSCAR
- Nine Shift by William Draves & Julie Coates BRAVO HOTEL PAPA
- The End of Detroit by Micheline Maynard CHARLIE INDIA

CLASS 18 MON MAR 22

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

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

- **HOT TOPIC** THE WARNING CHARLIE / GOLF / KILO

http://www.pbs.org/wgbh/pages/frontline/warning/view/?utm_campaign=homepage&utm_medium=proglis&utm_source=proglis

CLASS 19 WED MAR 24

BOOK PROJECT

- The Wal-Mart Way by Don Soderquist DELTA JULIETTE
- 1984 by George Orwell ECHO KILO
- Animal Farm by George Orwell FOXTROT LIMA
- How Capitalism with Save Us by Steve Forbes MIKE NOVEMBER

SPRING BREAK

CLASS 20 MON APR 5

Continuous Improvement & Customer Service in real time

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

CLASS 21 WED APR 7

- **HOT TOPIC** NATIONAL DEBT ECHO / HOTEL / MIKE

TEN TRILLION AND COUNTING

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

CLASS 22 MON APR 12

- Deployment Policy; key to effective Leadership Don Stanley / Dave Woodyard

DYNAMICS OF LEADERSHIP SPRING 2010
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1:58 PM 12/23/2009

CLASS 23 WED APR 14

RESEARCH PAPER / PRESENTATION

- The Lilly Ledbetter Case profile and implication FOXTROT
- Paradigm change Arne Duncan style in US education; the Model GOLF
- The End of the Affair (White Paper) HOTEL
- Protectionism Doesn't Pay (White Paper) INDIA

CLASS 24 MON APR 19

RESEARCH PAPER / PRESENTATION

- That Deficit Problem (White Paper) LIMA
- The Ten Trends to Watch (White Paper) MIKE
- The Krugman Recipe for Depression (White Paper) NOVEMBER
- It's a Flat World After All (White Paper) OSCAR
- Peter Drucker Sets us Straight (White Paper) PAPA

CLASS 25 WED APR 21

RESEARCH PAPER / PRESENTATION

- The Dollar and the Market Mess (White Paper) JULIETTE
- Leadership development for Eagle Scouts process KILO
- Entitlement defined & % of US GDP quantified and implication going forward LIMA

CLASS 26 MON APR 26

TRANSFORMATIONAL LEADERSHIP

NEGATIVE

POSITIVE

- David Koresh & Waco Pres Eisenhower & Interstates DELTA / MIKE
- Stalin & Bolshevik Revolution Paul Volcker & Serpent of Inflation ECHO / LIMA
- Benito Mussolini & Ethiopia Vince Lombardi & WINNING FOXTROT / KILO

CLASS 27 WED APR 28

TRANSFORMATIONAL LEADERSHIP

NEGATIVE

POSITIVE

- Ulysses S. Grant & Vicksburg Charlemagne & US law GOLF / JULIETTE
- Capt Ed Smith & Titanic Martin Luther King & Peaceful Change HOTEL / INDIA

CLASS 28 MON MAY 3

EMAIL FINAL EXAM

DYNAMICS OF LEADERSHIP SPRING 2010
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1:58 PM 12/23/2009

- Leadership challenges in NE Ohio in a transitioning economy

Brian Christman

AUTOPSY OF A RUBBER WORKER UNION

CLASS 29 WED MAY 5

- The Challenges Going Forward at Kent State University
- Ethics in a world gone mad; The Leadership Challenge

Dean Yank Heisler

Todd Snitchler

CLASS 30 MON MAY 10

FINAL EXAMINATION

- Turn in Final examination / personal journals / Team Evaluations / Business plans

TRANSFORMATIONAL LEADERSHIP

NEGATIVE

- Jim Jones & Jonestown
- Saddam Hussein & the Kurds
- Adolph Hitler & Auschwitz

POSITIVE

- Paul "Bear" Bryant & Alabama Football
- John Wooden Culture of Winning
- Woody Hayes & SLM

ALFA / PAPA

BRAVO / OSCAR

CHARLIE / NOV