

LEADERSHIP IN COMPLEX ORGANIZATIONS
UGS 302 (UNIQUE #62575)
SPRING 2017
(January 12, 2017)

Faculty

William H. Cunningham
 James L. Bayless Chair for Free Enterprise
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 Office Hours: Thursdays, 1:30-3:00 p.m. and by appointment

John Mitchell

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Teaching Assistant

Class Schedule

The class will meet on Tuesdays and Thursdays from 11:00-12:30 p.m. in BEN 1.106.

Course Objectives

The objective of the course is to focus on helping students gain an understanding of leadership within complex organizations. The class will focus on a variety of leadership styles and philosophies. The class will examine practical leadership lessons that students will be able to use in their personal and work environments. The course will also discuss examining how “success” is defined in both a career and in personal life and what can be done to help people create a successful environment for themselves.

Attendance

A significant portion of the content of the material delivered in class will come from in-class discussion. Therefore, it is critical that every student who enrolls in the class make a commitment to attend all of the classes. Any student who has two unexcused class absences will have his or her end of semester grade reduced by one quarter (for example, an A would become an A-). Each additional unexcused absence will result in the student’s grade being reduced by an additional one-quarter grade. The faculty will provide an opportunity to review a book to students who miss two classes and who do not want to have their class grade reduced by one quarter. Each additional absence will require an analysis of an additional book. Excused absences do not include obligations to other classes, interviews for jobs, otherwise worthy university or professional activities, or ill-defined “family issues.”

Textbook Discussion. Each student will be required to read the following two classic books on leadership: *How to Win Friends and Influence People*, Dale Carnegie Simon & Schuster, 2009 and *Think and Grow Rich*, Napoleon Hill, Wilder Publications, 2007. The books will serve as vehicles for in-class discussion during the semester.

Case Examples. The class will examine several cases that focus on leadership styles in a variety of complex organizations.

Popular Press Articles. The class will discuss articles from the *Wall Street Journal* or the *New York Times* to illustrate contemporary leadership issues that executives and political leaders are facing in real time. These will be assigned by 3:00 p.m. the day before class. Students are expected to check the posting on Canvas to determine what has been assigned from the popular press.

Guest Lectures. Several individuals will be invited to address the class on their perspective of leadership and specifically how they motivate and incentivize the people who work for them. The individuals invited to address the students will include a mix of entrepreneurs, senior executives, corporate directors, and politicians.

Tour of LBJ Library. The class will meet one day at the LBJ Library. The LBJ Library has a rich collection of materials that describe President Johnson's role as a world leader. The date for the visit to the LBJ Library will be announced in class.

Class Questionnaire. The faculty will pass out a short questionnaire. Each student will be asked to complete it and arrange a time to visit with either Dr. Cunningham or Mr. Mitchell. This is a small class and the faculty would like to have an opportunity to get to know their students. We will try and complete these meetings in the first three weeks of the semester.

Videos. The instructors will take advantage of video material that is available on the Web to stimulate class discussion. In most cases, the video material will be relatively short (2-5 minutes) and will be played in class. There may be some video material, because of its length, that will be assigned for students to review outside of class prior to discussion of the content of the video.

Paper. Each student will be required to write a paper on what leadership lessons were learned from one of the following textbooks. The books will be available in Professor Cunningham's office. Students are welcome to review the books prior to deciding which book they wish to analyze.

1. The 21 Irrefutable Laws of Leadership by John C. Maxwell.
2. Good to Great by Jim Collins.
3. The Art of the Deal by Donald Trump
4. Francis. Lead with Humility: 12 Leadership Lessons from Pope Francis by Jeffrey A. Krames.
5. Popovich. The Leadership Lessons of Gregg Popovich: A Case Study on the San Antonio Spurs' 5-time NBA Championship Winner by Leadership Case studies.
6. Never Split the Difference.
7. Psycho cybernetics by Maxwell Maltz
8. The Compound Effect by Darren Hardy

Students will need to inform Professor Cunningham by email beginning at 8:00 a.m. on January 26. No more than three students will be permitted to analyze one book. Therefore, please place your first, second, and third choice on which books you prefer to analyze.

The paper must be submitted electronically to Professor Cunningham's email: whc@po.utexas.edu for initial review by March 30. Dr. Cunningham and Mr. Mitchell will meet with students on April 4 or 5 to discuss their papers. The final draft of the student's paper must be submitted electronically to Professor Cunningham's email: whc@po.utexas.edu by April 15. Each student's paper will be posted on Canvas and they will serve as a discussion vehicle for the leadership lessons learned from the books.

About the Faculty

William H. Cunningham served as Dean of the College and Graduate School of Business (1983-85), President of The University of Texas at Austin (1985-1992), and Chancellor of The University of Texas System (1992-2000). Dr. Cunningham serves on a number of public corporate Boards including Southwest Airlines (Lead Director), Lincoln National (Chairman), and John Hancock Mutual Funds. Professor Cunningham has taught corporate governance in the Law School and the McCombs School of Business each regular semester since 2001. Professor Cunningham holds the James L. Bayless Chair for Free Enterprise in the McCombs School of Business.

John Mitchell graduated from The University of Texas at Austin with a BBA in Accounting. Immediately after graduation, he became a CPA and went to work for the "Big Eight" international CPA firm of Deloitte & Touche. At the age of 30, he left public accounting and became an entrepreneur. Over the subsequent 30+

years, he was an entrepreneur in a wide variety of industries. He was an independent real estate developer and owned a federally insured bank. He also started successful companies in the automotive business and the publishing industry. He developed an award-winning, financially successful & well-known restaurant in Dallas Texas. Most recently, he developed the largest reverse mortgage company in Texas, one of the largest reverse mortgage companies in the United States.

Course Requirements and Grading

Students will be evaluated on the following criteria.

Class Participation (35%): In-class participation will be evaluated based on the quantity and quality of in-class participation.

Paper (35%).

Examination (30%): A closed blue book examination will be administered on the last class day (May 5) during the normal class time. It will be drawn from reading assignments as well as material presented in class.

Electronic Devices

Students are not permitted to use computers, telephones, or other forms of electronic communication devices in class.

Course Web Site

The course will utilize a Web site, available through Canvas. To access the site, go to <http://canvas.utexas.edu>. You will be asked to enter your UT EID to access the site.

Password-Protected Class Site

Password-protected class sites are available for all accredited courses taught at The University. Syllabi, handouts, assignments and other resources are types of information that may be available within these sites. Site activities could include exchanging e-mail, engaging in class discussions and chats, and exchanging files. In addition, class e-mail rosters will be a component of the sites. Students who do not want their names included in these electronic class rosters must restrict their directory information in the Office of the Registrar, Main Building, Room 1. For information on restricting directory information see: <http://www.utexas.edu/student/registrar/catalogs/gi02-03/app/appc09.html>.

Students with Disabilities

Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 512-471-6259, <http://www.utexas.edu/diversity/ddce/ssd/>.

Religious Holy Days

By UT Austin policy, you must notify me of your pending absence at least fourteen days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.

Building Evacuation

Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside. Familiarize yourself with all exit doors of each classroom and building you may occupy. Remember that the nearest exit door may not be the one you used when entering the building.

Scholastic Dishonesty

The faculty adheres to the UT Honor Code (<http://registrar.utexas.edu/catalogs/gi09-10/ch01/index.html>) and has no tolerance for acts of scholastic dishonesty. By enrolling in this class, you have agreed to observe all of the student responsibilities described in the UT catalog. If the application of that Policy Statement to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification. Policy on Scholastic Dishonesty: Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at <http://deanofstudents.utexas.edu/sjs/> or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

CLASS SCHEDULE (WORK IN PROGRESS). This course syllabus is work in progress and it will always be work in progress. There are too many new events to make this course a static event. Therefore, students are responsible for reviewing the course Web site prior to class to determine if there have been any changes in course assignments. You should expect that additional course reading materials will be assigned during the semester.

January 17: Introduction to class.

January 19: How to Win Friends and Influence People, Part I, Chapters 1-3; Professor Cunningham's graduation speech (will be posted on Canvas).

January 24: How to Win Friends and Influence People, Part 2, Chapters 1-3; Video from Leo Guera on how to be a leader (www.actualized.org/articles/how-to-be-a-leader).

January 26: How to Win Friends and Influence People, Part 2, Chapters 4-6.

January 31: Discussion of Wells Fargo case: Wells Fargo to Pay \$185 Million Fine Over Account Openings, WSJ, September 8, 2016; Wells Fargo CEO John Stumpf Steps Down, WSJ, October 12, 2016; Senators Assail Wells CEO, WSJ, September 21, 2016; Regulators Take Heat Over Wells, WSJ, September 21, 2016; Wells Boss Says Staff at Fault for Scams, WSJ, September 14, 2016; Wells Fargo Fined for Sales Scam, WSJ, September 9, 2016; Volkswagen CEO Resigns as Car Maker Races to Stem Emissions Scandal, WSJ, September 24, 2015

February 2: How to Win Friends and Influence People, Part 3, Chapters 1-4.

February 7: Case: Accounting Fraud at WorldCom (Harvard 09-104-071).

February 9: How to Win Friends and Influence People, Part 3, Chapters 5-12.

February 14: Guest Speaker: Jason Dorsey, Consultant and expert on millennials. .

February 16: How to Win Friends and Influence People, Part 4, Chapters 1-4.

February 21: How to Win Friends and Influence People, Part 4, Chapters 5-9.

February 23: Guest Speaker: Doug Brooks, Chairman and former CEO of Brinker International.

February 28: Think and Grow Rich, Pages, 4-59: How Many People Earn More than \$1,000,000 Per Year in the United States?, March 19, 2012; Here are your Odds of Joining the 1%, February 23, 2015; Little Change

in U.S. Employee Engagement in January, February 8, 2016; The Young and Economically Clueless, WSJ, February 19, 2016.

March 2: University Leadership: University of Missouri System President Tim Wolfe Resigns, WSJ, November 10, 2015, Chapters 3, 4 & 5 in the book “The Texas Way” (posted on Canvas).

March 7: University Leadership. The Texas Way, Chapters 6-9 (posted on Canvas).

March 9: Guest Speaker: Griff Hamlin.

March 14- SPRING BREAK – NO CLASS

March 16: SPRING BREAK – NO CLASS

March 21: Think and Grow Rich (pages 55-82); Practice six applications of Think and Grow Rich.

March 23: Think and Grow Rich (pages 83-132).

March 28: Think and Grow Rich (pages 133-155).

March 30: Guest Speaker.

April 4: Think and Grow Rich (pages 156-166).

April 6: Freeport McMoRan chapter from Professor Cunningham’s book, The Texas Way, Chapter 30 (posted on Canvas).

April 11: Think and Grow Rich (pages 167-200).

April 13: Guest speaker: Mary Ellen Weber, Former VP for Government Affairs and Policy at UT Southwestern Medical Center and former astronaut with NASA.

April 18: Discussion of student papers.

April 20: Discussion of student papers.

April 25: Discussion of student papers.

April 27: Discussion of student papers.

May 2: Discussion of student papers.

May 4: Exam.