UGBA 157.1 - Leadership: Purpose, Authority and Empowerment - Fall 2011
3 Units, MW 12:30-2:00pm in C210 Cheit
Instructor: Dan Mulhern

Course Overview and Objectives

This course is a study of leadership. It's also a study by and among leaders. Do it well, and you will emerge a much more aware and capable leader.

This course assumes you want to lead, and that in your career you will likely gain significant authority to do so. The course will study leadership and authority – related but distinctly different things. The levels and types of authority at play in any situation profoundly affect the way leaders lead and individuals follow. The words and actions of a CEO are heard and viewed in a far different way than those of a supervisor, manager or another C-level leader. Authority brings power, yet also constrains power. And authority doesn’t make someone “the” leader or even necessarily “a” leader. We will probe this fascinating relationship.

The course will have a strong self-assessment component, so that you can consider the demands of both leadership and authority and understand the personal strengths, challenges and opportunities you face.

Course Methods

The course will bring multiple ways of learning:

- A core leadership text, The Leadership Challenge, will offer research-driven fundamentals
- Additional, shorter readings will diversify the main-text learning
- Small group discussions will offer labs both to discuss leadership cases and to watch leadership and authority as they play out in real time
- Assessment tools will personalize your leadership learning
- “Lectures” will be active give-and-take exchanges to both discuss and exhibit the ways in which leadership and authority work

Dan Mulhern

Mr. Mulhern has studied and practiced leadership from many vantage points. He has worked in the for-profit, governmental, and non-profit sectors. He’s started and run his own consulting firm. He has hosted a radio show on leadership, written two books and is co-authoring a third on the topic. He’s coached CEOs and management teams in a variety of fields -- from large companies in manufacturing and health care to small business start-ups. As the husband of Michigan Governor Jennifer Granholm he’s helped lead a state while being the “lead” parent to their three children. He’s thrilled to be teaching Cal students. You can read more about him at www.danmulhern.com and share any questions you might have at dan@danmulhern.com.