

Business and Organizational Leadership: MGT 164

Undergraduate Course, Spring 2021

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DESCRIPTION

This course provides insights into different business and organizational leadership approaches and challenges. Theoretical and practical concepts of organizational leadership are covered, as are personal, organizational, and cultural challenges that emerging leaders are confronted with. The course is designed to integrate business aspects of leadership as well as organizational components in order to prepare students for future leadership roles.

Business aspects of leadership include international leadership, strategic leadership, and crisis leadership. Organizational leadership components include theories and best practices on change management and transformations, leadership for innovation culture, power structures and leadership, as well as leadership for co-creation.

This course carefully combines these two important aspects and integrates modern approaches to leadership. To do so, current best practices, theories, case studies, and critical reading assignments are introduced and discussed to facilitate the learning process.

OBJECTIVES

1) The course covers important **leadership aspects**. At the close of this course you will be able to:

- Apply and understand key concepts, tools, and challenges of organizational leadership
- Understand mechanisms of power, influence, and will as potential antecedents of leadership and organizational politics
- Understand and apply components of an organizational culture to foster innovation as a leader
- Understand how leaders develop organizational strategies, objectives, and business roadmaps
- Develop a plan for change and organizational transformation
- Understand and apply different crisis leadership tools
- Apply different leadership tools and approaches to drive co-creation, radical innovation, and innovation disruption

ZOOM LINK

The class is going to be presented in an online format. This includes synchronous (e.g., Zoom) and asynchronous components (e.g., Videos, Cases, Recordings, Exercises, Discussions). Please note, that the majority of the synchronous sessions will be recorded to make the material available to students asynchronously.

Zoom Link: **on Canvas (link 'Zoom LTI Pro' on Canvas)**

READINGS AND MATERIALS

1. Cases

Link to Purchase Harvard Cases Course Pack-

<https://hbsp.harvard.edu/import/810730>

- Tesla Motors, Inc. (#MH0032)
- Taking Charge: Juergen Klinsmann and the German national soccer team (#ES0881)
- EuroDisneyland (#TB0195)

- Ducati (#701132)
- Miracle on the Hudson (A): Landing U.S. Airways flight 1549 (#HKS713)
- Phase Zero: Introducing New Services at IDEO (A) (#605069)
- LEGO (A): The Crisis (#713478)
- Apple Inc. in 2012 (#712490)

2. Articles via UCSD Library Digital Reserves

Instructions: Sign in to [Digital Reserves](#) using your AD login. For students to access digital reserves from off-campus, connecting to the campus network is required. Find instructions for connecting to the campus network on the [Connecting From Off-Campus](#) page.

M. Useem, R. Jordan, M. Koljatic. (2011). How to Lead During a Crisis: Lessons from the Rescue of Chilean Miners. *MIT Sloan Management Review*.

3. Articles via EBSCO Database

The articles below can be freely accessed* via the EBSCO Business Source Complete database provided by the UCSD Library: <http://uclibs.org/PID/126938> (Links to an external site). The articles below will also be listed on digital reserves. To access the database or digital reserves, you must be connected to the campus network (see instructions above).

If you wish to purchase the articles, use following link-

<https://hbsp.harvard.edu/import/810731>

- A. Campbell, J. Whitehead, S. Finkelstein. (2009). Why Good Leaders Make Bad Decisions. *Harvard Business Review*.
- D. Goleman, R. Boyatzis. (2008). Social Intelligence and the Biology of Leadership. *Harvard Business Review*.
- D. Goleman. (2000). Leadership That Gets Results. *Harvard Business Review*.
- S. Finkelstein. (2016). Secrets of the Superbosses. *Harvard Business Review*.
- D. C. McClelland, D. H. Burnham. (2003). Power is the Great Motivator. *Harvard Business Review*.
- J. Collins. (2005). Level 5 Leadership: The Triumph of humility and fierce resolve. *Harvard Business Review*.
- H.-J. Hong., Y. Doz (2013). L’Oreal Masters Multiculturalism. *Harvard Business Review*.

- R.M. Kanter (2003). Leadership and The Psychology of Turnarounds. Harvard Business Review.
- M. Javidan; M. B. Teagarden; D. Bowen. Making it Overseas. (2010). Harvard Business Review.
- J.P. Kotter. (2007). Leading Change: Why Transformation Efforts Fail. Harvard Business Review.
- E. Catmull. (2008). How Pixar Fosters Collective Creativity. Harvard Business Review.
- R. Goffee; G. Jones. (2013). Creating the Best Workplace on Earth. Harvard Business Review.
- M. Schweitzer, A. Brooks, A. Galinsky. (2015). The Organizational Apology. Harvard Business Review.
- J.V. Knudstorp, A. O'Connell. (2009). Lego CEO on Leading through Survival and Growth. Harvard Business Review.
- R.G. McGrath. (2011). Failing by Design. Harvard Business Review.
- W. Isaacson. (2012). The Real Leadership Lessons of Steve Jobs. Harvard Business Review.
- J.R. Immelt, V. Govindarajan, C. Trimble. (2009). How GE is Disrupting Itself. Harvard Business Review.

* Due to publisher restrictions, some articles in this list may not be printed or downloaded if accessed via database.

OUTLINE AND SCHEDULE¹

Date	Class Topic & Activities	Case
Session 1	Introduction to Organizational Leadership	No assigned case
Readings and Articles: <ul style="list-style-type: none"> - Why Good Leaders Make Bad Decisions - Social Intelligence and Biology of Leadership 		

This session covers opportunities and challenges of business and organizational leadership. Specifically, leadership dilemmas are introduced as well as reasons why good leaders sometimes make bad decisions.

¹ Please note that the outline and schedule of the class is tentative. I have invited a guest speaker to the class and depending on the schedule, the outline may slightly change.

Date	Class Topic & Activities	Case
Session 2	Leadership Models and Assessment	Tesla Motors, Inc.
<p>Readings and Articles:</p> <ul style="list-style-type: none"> - Leadership That Gets Results - Secrets of the Superbosses <p>INDIVIDUAL ASSIGNMENT: Please read the case of Tesla and the two articles and answer questions 1, 2, and 3 that are posted on Canvas. Please submit your answers to Canvas prior to class.</p>		

This session covers different leadership models as well as leadership assessment tools. We will also discuss some managerial best practices of some of the successful leaders, worldwide.

Date	Class Topic & Activities	Case
Session 3	Power, Will, and Leadership	Taking Charge: Juergen Klinsmann and the German National Soccer Team.
<p>Readings and Articles:</p> <ul style="list-style-type: none"> - Power is the Great Motivator - Level 5 Leadership <p>Please read the case and two related articles in preparation for class discussion.</p>		

This session emphasizes the interaction between power, will, and leadership. We will cover different levels of leaderships as well as the use of power and will for understanding developments in organizational leadership.

Date	Class Topic & Activities	Case
Session 4a	Leading Change and Transformations	Ducati
<p>Readings and Articles:</p> <ul style="list-style-type: none"> • Leadership and the Psychology of Turnarounds • L'Oreal Masters Multiculturalism <p>Please read the case and two related articles in preparation for class discussion.</p> <p>This session covers change management and turnaround aspects related to leadership. Specifically, transformation tools and matrices are introduced. In addition, this segment highlights the psychology of turnarounds.</p>		

Session 4b	Mid-Term 1
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The mid-term exam covers the major readings and concepts covered in sessions 1, 2, and 3.

Date	Class Topic & Activities	Case
Session 5	International Leadership	EuroDisneyland
<p>Readings and Articles:</p> <ul style="list-style-type: none"> - Making it Overseas - Leading Change: Why Transformation Efforts Fail <p>Please read the case and two related articles in preparation for class discussion.</p>		

This session covers international leadership characteristics. The class covers theoretical frameworks and best practices on how to transition from a regional to a global leadership perspective.

Date	Class Topic & Activities	Case
Session 6	Leadership for Innovation Culture	Phase Zero: Introducing new services at IDEO
Readings and Articles: <ul style="list-style-type: none"> - How Pixar Fosters Collective Creativity - Creating the Best Workplace on Earth 		

Session 7	Mid-Term 2
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The mid-term 2 exam covers the major cases, readings, and concepts covered in sessions 3, 4a, 5, and 6.

Date	Class Topic & Activities	Case
Session 8	Crisis Leadership	Miracle on the Hudson
Readings and Articles: <ul style="list-style-type: none"> - How to Lead During a Crisis: Chilean Miners - The Organizational Apology <p>Please read the case and two related articles in preparation for class discussion.</p>		

We will cover crisis leadership in this session. Specifically, theories and management techniques are introduced, compared and discussed on how to lead during a crisis. Also, specific best practices and comparative approaches are covered about crisis leadership

Date	Class Topic & Activities	Case
Session 9	Leading for Co-Creation and allowing Fast Failures	LEGO (A) The Crisis

Readings and Articles:

- Lego CEO on Leading Through Survival and Growth
- Failing by Design

INDIVIDUAL ASSIGNMENT: Please read the case of LEGO and the two articles and answer questions 1, 2, and 3 that are posted on Canvas. Please submit your answers to Canvas prior to class.

This section covers different co-creation challenges and innovation dynamics as they pertain to leadership. Techniques on how to lead through survival and growth are introduced as are leadership techniques for failure management.

Date	Class Topic & Activities	Case
Session 10	Leadership for Radical Innovation	Apple Inc. in 2012

Readings and Articles:

- The Real Leadership Lessons of Steve Jobs
- How GE is disrupting itself

Please read the case and two related articles in preparation for class discussion.

In this section, we cover leadership techniques for radical innovation. This includes key leadership lessons of innovation leaders. Further, we analyze how companies successfully disrupt markets and develop new market segments.

Session 11	Final Exam/Assignment
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The final exam/assignment contains a critical analysis of several leadership aspects covered in class. The focus will be on the last part of the course, especially material covered in sessions 5, 6, 8, 9, and 10.

GRADING

The final grade will be based on several areas:

1.) Individual Writing Assignments (15%)

There will be two individual writing assignments that discuss a case study and related readings of the class (session 2 and 9). Please submit the assignment to Canvas prior to class.

2.) Mid-Term Exam/Assignment 1 (25%)

The mid term exam/assignment 1 contains an analysis of several leadership aspects covered in the beginning of the course. The exam will be on the first part of the course, especially material covered in sessions 1, 2, and 3.

3.) Mid-Term Exam/Assignment 2 (25%)

The mid term exam/assignment 2 contains leadership concepts and applications. The exam will be on the second part of the course, especially material covered in sessions 3, 4a, 5, and 6.

4.) Final Exam/Assignment (30%)

The final exam/assignment contains a critical analysis of several leadership aspects covered in class. The focus will be on material covered in sessions 5, 6, 8, 9, and 10.

5.) Rady School Research Participant Pool – see below (5%) (online participation)

Assignments	Points [or percentage]
Rady School Research Pool Participation (see below)	05
Individual Writing Assignments (2x7.5 points)	15
Mid Term 1	25
Mid Term 2	25
Final Exam/Assignment	30
Total	100



Grades	Points
A	93 and above
A-	90 - below 93
B+	87 - below 90
B	83 - below 87
B-	80 - below 83
C+	77 - below 80
C	73 - below 77
C-	70 - below 73
D	60 - below 70
F	Below 60

Attendance and Professionalism

Class attendance is essential for succeeding in this class. Except for designated in-class exercises, the use of laptops, iPads, phones, etc. is not permitted for use during class time.

Participation in Rady School Research Participant Pool

5% of your grade is based on participation in two experiments offered by the Rady School Research Participant Pool. Each experiment will take up to one hour. If new to lab participation, to register for an account and to receive additional information about upcoming lab studies, visit: <http://radyclasscredit.sona-systems.com/Default.aspx?ReturnUrl=%2f> and click “New Participant? Request an account here.” When you register, you will be assigned a unique ID – you will need to provide this ID each time you participate in a study. Make sure to keep track of it!

If you have served as a participant before, you will need to update which classes you are registered for in order to receive credit. Log in to your account here: <http://radyclasscredit.sona-systems.com/Default.aspx?ReturnUrl=%2f> and go to the “My Profile” page. There is an option near the bottom of the page to “Change Courses.”

Questions about lab studies can be directed to RadyClassCredit@ucsd.edu. Studies will begin during week 2 or 3 of the quarter.

ACADEMIC INTEGRITY

Integrity of scholarship is essential for an academic community. As members of the Rady School, we pledge ourselves to uphold the highest ethical standards. The University expects that both faculty and students will honor this principle and in so doing protect the validity of University intellectual work. For students, this means that all academic work will be done by the individual to whom it is assigned, without unauthorized aid of any kind.

The complete UCSD Policy on Integrity of Scholarship can be viewed at:
<http://senate.ucsd.edu/Operating-Procedures/Senate-Manual/Appendices/2>

STUDENTS WITH DISABILITIES

A student who has a disability or special need and requires an accommodation in order to have equal access to the classroom must register with the Office for Students with Disabilities (OSD). The OSD will determine what accommodations may be made and provide the necessary documentation to present to the faculty member.

The student must present the OSD letter of certification and OSD accommodation recommendation to the appropriate faculty member in order to initiate the request for accommodation in classes, examinations, or other academic program activities. **No accommodations can be implemented retroactively.**

Please visit the [OSD website](#) for further information or contact the Office for Students with Disabilities at (858) 534-4382 or osd@ucsd.edu.