

Graduate School of Management University of California, Davis...Fall 2019

Professor: Robert L Lorber

Gallagher Hall Rm 1213

Monday 6:30-9:30 PM

## **LEADERSHIP/ ORGANIZATIONAL BEHAVIOR (MGT/MGP 291)**

Leadership - will focus on Leaders in Business and Industry. The class will discuss in great depth the concepts in Leadership and how to impact employees, peers as well as managers above you.

THIS IS GOING TO BE ANOTHER INCREDIBLE QUARTER!!! Six fabulous Business Leaders from different aspects of the business world will be presenting and having open discussions with the class.

In this class we will look at how students from the GSM can influence others and have real impact on their organizations. To become leaders who add value to any change efforts successfully, we must know how to learn new leadership skills and behaviors and how to implement them.

We will explore Leadership from numerous perspectives; including readings, group discussions, teamwork and some extraordinary outside resources. These successful leaders are Presidents and CEOs and successful executives who have agreed to donate their time and come as guest speakers to the class. Please come prepared for exciting stimulating conversations and a unique interface with these very successful business leaders.

Our guest speakers have been asked to discuss their views on Leadership. They will focus on their experiences in leading change efforts as well as sharing what life is like for them on a day-to-day basis.

**Dale Carlsen, Retired CEO of The Sleep Train and CEO Bunker Wilson, Ani Vartanian Boladian, CO- CEO Rubicon Point Partners, Rick Nelson, CEO Direct Technologies, Mike Ziegler CEO PRIDE Industries, Bruce Ferguson Founder Elevated Resources, Mark Jansen CEO Blue Diamond Growers, Matt Anderson Director of Incentives PRIDE Industries, and Brian Stockton, Retired Chairman and CEO of Mattel Inc. will be joining us this quarter.**

### **COURSE REQUIREMENTS**

Final course grades will be based on student performance on four written assignments, student participation in class discussions and a team presentation.

#### **Written Assignments**

Each student will be expected to submit three *individual one page* papers that indicate what the student learned from reading the required texts. The analyses should be one single spaced typewritten page long and should be submitted during the week the topic is

discussed in class. Individual papers and class participation will comprise 30% of a student's final grade.

Each student should also form a group with three to five other students to complete a case study of a real leader of an organization or leadership topic. The research for this term paper and class presentation can be carried out using primary sources (e.g., participation observation and/or interviews) or secondary sources (e.g., books, articles, or prepared cases about a target organization). Thus, group members need not have worked in an organization to use it as the subject of their final topic. Final group topics will be presented in class (during the last two sessions) and will be written up in no more than ten single spaced typewritten pages. The group paper and presentation will be graded on a traditional letter grade scale, and will comprise 70% of a student's final course grade. Groups must follow the guidelines stipulated below. The grades will be based on style, content and innovation.

1. Groups must *speak with me* regarding the topic of their final paper sometime before the week of the 5<sup>th</sup> session. Failure to discuss your final paper topic with me by the end of this week will result in a one-half grade point deduction from your final course grade (e.g., from A to B+).
2. Groups should *obtain approval from me* for their final paper topic by the 3rd session. Failure to obtain approval for a final paper topic by this time will result in a one-half grade point deduction from your final grade. Groups may change their final paper topic after this time, but they should notify me of any such change as soon as possible. The submission of a final paper on an unproved topic will result in a one grade point deduction from your final course grade (e.g., from A to B).
3. Final papers are approximately 10 single spaced pages and *must be submitted to me* on or before December 5th.

### **Class Participation**

The material covered in this course will be largely learned through in-class discussion and class speakers. For this reason, it is absolutely imperative that all students complete all of the assigned reading before coming to class. It is also imperative that students attend all classes and prepare for our presenters by learning about their companies and prepare questions for them before coming to class. The Professor's evaluation of the quantity and quality of students whose performance on the final paper and presentation places them on the borderline between two letter grades (e.g., a student who received an A- for his /her work on the final presentation or final paper could receive an A or B+ for the course, depending on the character of his/her contribution to class discussions).

### **Code Of Academic Conduct**

We are committed to the promotion of absolute integrity and high ethical standards in academic work. More information about Code of Academic Conduct can be found at the Code's webpage (<http://sja.ucdavis.edu/files/cac.pdf>).

## **COURSE READINGS**

**Leading At A Higher Level**, by Ken Blanchard ; Prentice Hall

**Learning Leadership**, by James Kouzes and Barry Posner

**Putting The One Minute Manager To Work**, by Ken Blanchard and Robert Lorber:  
William Morrow

**Who Are You and What Do You Want?** by Robert Lorber and Mick Ukleja.  
(Optional/recommended)

**The Leadership Challenge**, by James Kouzes and Barry Posner (Optional)

## **SESSION OUTLINE**

### **9/30 SESSION #1: INTRODUCTION**

#### **WELCOME**

**INTRODUCTION TO THE COURSE**

**REVIEW EXPECTATIONS AND SYLLABUS**

**REVIEW BOOKS**

**SELECT TEAMS**

**GET TO KNOW EACH OTHER**

**GROUND RULES**

**GRADING**

**PARTICIPATION**

**PERFORMANCE MANAGEMENT, TEAMS, LEADERSHIP**

### **10/7 SESSION #2: SPEAKER: BRUCE FERGUSON: FOUNDER, ELEVATED RESOURCES**

### **10/14 SESSION #3: SPEAKER: RICK NELSON: CEO DIRECT TECHNOLOGY**

**READINGS: PUTTING THE ONE MINUTE MANAGER TO WORK – PAPER DUE**

### **10/21 SESSION #4: SPEAKER: MATT ANDERSON: DIRECTOR OF INCENTIVES; PRIDE INDUSTRIES, FORMER VICE PRESIDENT OF TRAINING, SLEEP TRAIN**

### **10/28 SESSION #5: SPEAKER: BRYAN STOCKTON – RETIRED CHAIRMAN/CEO MATTEL**

**Readings: Leading At A Higher Level – Paper Due**

### **11/4 SESSION #6: SPEAKERS: MIKE ZIEGLER: CEO PRIDE INDUSTRIES AND DALE CARLSEN: CEO BUNKER WILSON AND RETIRED CEO AND FOUNDER OF SLEEP TRAIN**

**READINGS: LEARNING LEADERSHIP - PAPER DUE**

### **11/11 SESSION #7: : SPEAKER: MARK JANSEN, CEO BLUE DIAMOND GROWERS**

**11/18 SESSION #8- SPEAKER: ANI VARTANIAN BOLADIAN: CO-CEO RUBICON  
POINT PARTNERS LLC**

**11/25 SESSION #9- TEAM PRESENTATIONS**

**12/2 SESSION #10 –TEAM PRESENTATIONS: FINAL DATE FOR TERM PAPERS**