

Syllabus

From: Jim Wunderman (jim@bayareacouncil.org)

Date: October 23, 2019

Dear Students:

I am pleased to have once again been asked by the GSM to organize the Executive Leadership Seminar (MGB 290) for the Winter, 2020 quarter.

As you know, the world is changing at a rapid pace, and so are the demands on corporate leadership. Globalization has spawned a new wave of protectionism, which has come with unintended consequences. With the rise of trade wars and escalating political divisions, the corporate dynamics in the United States have become more complicated. Added to that is the impact of technology, as we make advancements in artificial intelligence, robotics, quantum computing and other emerging technologies which promise to create a new revolution in the way we do business. There is also a generational shift occurring in the workforce which has created workplace cultures of empowerment and decision making, rendering previously accepted leadership styles as obsolete, and attracting employees who drive innovation on all levels of organizations. Business leaders have become more focused on building diverse and inclusive teams that will foster creativity, gain a wider range of ideas and perspectives, and allow them to compete in a shifting economy.

My goal for the Seminar is to provide you with direct access to CEO's and other top executives, across industries, so that you can gain first hand perspectives on these challenges. This valuable information will provide important context as you move into the next phase of your careers. I am asking the business leaders to primarily focus their comments in two areas:

- 1) To discuss their personal experiences and observations of what it takes to be an effective leader in an organization given today's challenges.
- 2) To provide their thoughts and experience on corporate culture and how it intersects with and affects leadership.

In most cases, you will receive three presentations during each class. In addition to hearing from experienced, successful top executives about their companies and the specific challenges they face in their respective industries, I have asked them to provide you with their views on how they have come to be successful leaders. It is my hope that as a result of taking this course, the following objectives will be met:

- 1) You will explore your personal attributes, values and goals as they relate to leadership.
- 2) You will hear directly from successful business leaders about their observations, experiences and approaches to leadership.
- 3) You will learn how individual leadership and corporate culture intersect, and how to leverage naturally forming groups to help build a thriving organization.
- 4) You will gain insights into the specific leadership challenges, opportunities and innovations associated with our key industries.

During one of the first sessions, Friday January 3, we will spend some time getting to know each other and clarifying expectations for the quarter. I will present on running a major, policy oriented business association representing corporate interests, which is what I do for a living.

In terms of coursework, we will use two textbooks:

“Leadership From The Inside Out”, Kevin Cashman; Berrett-Koehler, Inc., 3rd Edition 2017

This text will provide insight into the inner workings of effective leadership and will have you focus on the reflective nature of the material. Rather than pure factual information, this text is designed as a development tool with an emphasis on the exploration of your personal identity, purpose and vision, with long term value in the creation of new leadership practices.

“The Five Dysfunctions of a Team” Patrick Lencioni; Jossey-Bass, 2002

The final text is designed to highlight the main tribulations of teams throughout Corporate America. While helping leaders identify the problems often hindering a team the text also explains how leaders should treat the problems plaguing corporate teams in a long term and sustainable manner.

Assignments

Students will be assigned reflection exercises for their **Leadership from the Inside Out** text. We will be covering **the Five Dysfunctions of a Team** in our class discussions and on the exam.

January 3: For the first class meeting, please have read the introduction of **Leadership from the Inside Out**.
You will be assigned reading-Chapters 1-2 from **Leadership from the Inside Out**, and you will be given an assignment due for the January 17 class.

January 17: Assignment from the January 3 class will be due.

You will be assigned reading-Chapters 3-4 in **Leadership from the Inside Out**, part 1 and 2 from **The Five Dysfunctions of a Team**.

You will be given an assignment in class due for the January 31 Class

January 31: Assignment from January 17 class will be due.
You will be assigned reading-Chapters 5 from **Leadership from the Inside Out**, and finish **The Five Dysfunctions of a Team**.

You will be given an assignment due for the February 14 class

February 14: Assignment from January 31 class will be due

February 28: Final Exam

Grades for the Quarter

Your grades will be based on:

- 40% Assignments
- 30% Participation and engagement
- 30% Final Exam

Please Review the UC Davis Code of Academic Conduct: Honesty, Fairness & Integrity

This Code of Academic Conduct exists to support high standards of behavior and to ensure fair evaluation of student learning. Please see the below link:

Link to the UC Davis Code of Academic Conduct webpage (<http://sja.ucdavis.edu/files/cac.pdf>)

I look forward to meeting and working with you this quarter.