

Syllabus

MGB/P 290-1 Bay Area MBA Executive Leadership Seminar

From: Jim Wunderman (jjim@bayareacouncil.org)

Date: November 20, 2021

Dear Students:

I am pleased to have once again been asked by the GSM to organize the Executive Leadership Seminar (MGB/P 290-1) for the Winter, 2021 quarter.

Change is here, whether we like it or not. COVID 19 has accelerated change on many fronts, some good, some bad as leaders address the economic and social issues associated with the pandemic. Racial divide and income inequality have been highlighted in both the political and economic arenas by a crisis of racial injustice and the disproportionate impact the virus has had on communities of color. Technology has “Zoomed” ahead with public agencies and businesses formerly lagging, now suddenly finding themselves operating in a virtual world and quickly adapting. A new normal is forming, with great uncertainty as to what is on the horizon when the economy is finally back up and running and we are on the other side of the health crisis. Leadership in this fast-changing world poses many challenges with risk and rewards, and those who can adapt quickly and be opportunistic amid the crisis must find ways to survive and/or thrive.

My goal for the Seminar is to provide you with direct access (virtual) to CEO’s and other top executives, across industries, so that you can gain firsthand 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, and how they have pivoted to operate during dual crisis of the pandemic and racial injustice.
- 2) To provide their thoughts and experience on corporate culture and how it intersects with and affects leadership; how it does or does not integrate with a virtual world; and what it might look like in the future.

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, and what they have learned that has helped them the most in the midst of the current crisis. 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 explore the “new normal” and identify challenges and solutions leaders are facing in a fast changing and uncertain environment.
- 4) You will learn how individual leadership and corporate culture intersect, how this has changed during the pandemic, and how to leverage naturally forming groups to help build a thriving organization.

- 5) You will gain insights into the specific leadership challenges, opportunities and innovations associated with our key industries.

During one of the first sessions, 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 (required):

“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. Students will be assigned a group project exploring leadership in a new post pandemic world.

January 15: 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 30 class.

January 30: Assignment from the January 15 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 February 13 Class

February 13: Assignment from January 30 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 27 class

February 27: Assignment from February 13 class will be due

March 13: Final Exam

Grades for the Quarter

Your grades will be based on:

- 25% Assignments
- 30% Participation and engagement
- 20% Group Project
- 25% 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**](http://sja.ucdavis.edu/files/cac.pdf)**)**

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