

Graduate School of Management University of California, Davis...Fall 2021

**Professor: Robert L Lorber PhD
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. All of them will be prepared for discussions with the class, including the challenges over the past year and half of The Pandemic.

All class members will review these individuals on the Internet and come prepared with knowledge of their companies and with questions for class discussion.

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, Raz Boladian and Ani Vartanian Boladian, CO- CEO Rubicon Point Partners, Jeff Dern, CEO PRIDE Industries, Mark Jansen CEO Blue Diamond Growers, Matt Anderson Vice President Training and Development; PRIDE Industries), and Tom Debrowski, Retired Sr. Vice President Mattel Inc. Rau Unnava, Dean Graduate School of Management; 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 5th 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).

COURSE READINGS (TEXTBOOKS)

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

9/27 SESSION #1: INTRODUCTION

INTRODUCTION TO THE COURSE

REVIEW EXPECTATIONS AND SYLLABUS

REVIEW BOOKS

SELECT TEAMS

GET TO KNOW EACH OTHER

LEADERSHIP POINT OF VIEW

10/4 SESSION#2: SPEAKER; RAU UNNAVA; DEAN GRADUATE SCHOOL OF MANAGEMENT

10/11 SESSION #3: LEADERSHIP, CHANGE AND PERFORMANCE MANAGEMENT

10/18 SESSION #4 : SPEAKERS RAZ AND ANI BOLADIAN , CO-MANAGING PARTNERS; RUBICON POINT PARTNERS

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

10/25 SESSION #5: SPEAKER: MARK JANSEN; CEO BLUE DIAMOND GROWERS

11/1 SESSION #6: SPEAKER: DALE CARLSEN; CEO BUNKER WILSON; PAST FOUNDER CEO SLEEP TRAIN

Readings: Leading At A Higher Level – Paper Due

11/8 SESSION #7: SPEAKER: TOM DEBROWSKI; RETIRED EXECUTIVE VICE PRESIDENT, MATTEL, GM KRAFT FOODS, SR.VICE PRESIDENT PILLSBURY

11/15 SESSION #8: SPEAKER JEFF DERN; PRESIDENT/CEO PRIDE INDUSTRIES

READINGS: LEARNING LEADERSHIP - PAPER DUE

11/22 SESSION #9 SPEAKER: MATT ANDERSON VP PRIDE INDUSTRIES

11/29 SESSION #10- TEAM PRESENTATIONS

12/6 SESSION #11 –TEAM PRESENTATIONS: FINAL DATE FOR TERM PAPERS