



Undergraduate Business Administration (UGBA) 98/198, Spring 2008 An Introduction to Leadership and Organizational Dynamics

Head Instructor: Milan Agarwal E-mail: mragarwal@berkeley.edu Office Hours: By Appointment (Bank of America Forum, Haas) Module Facilitators: Jen Yang, Jared Mazzanti, Arbi Vartan, Rebecca Liu Team E-Mail: ba98facilitators@lists.berkeley.edu Course web site: http://www.ocf.berkeley.edu/~leaders/	Meeting Time: Tuesday 4-6pm Meeting Place: C110 Cheit (Haas) Faculty Sponsor: Karlene Roberts E-mail: karlene@haas.berkeley.edu
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COURSE OVERVIEW AND OBJECTIVES

The purpose of the Leadership and Organizational Dynamics DeCal is to provide students with an interactive approach to understanding leadership. This course gives students the opportunity to learn what leadership is, why leadership is important and how to develop their own leadership skills.

The Introduction to Leadership DeCal is the longest-running special studies business course at UC Berkeley. Spring 2008 will be the **fourteenth** semester. Course material includes group activities, class discussions and presentations. Students are encouraged to develop their own leadership skills through case studies and interactive, team-building exercises. The course includes an emphasis on guest speakers. These visitors give students the opportunity to learn from individuals who have displayed leadership in their professional careers. Our guest speakers include people with military service and entrepreneurial experience, Fortune 500 managers, Ivy-League graduates, and senior administrators of UC Berkeley.

Effective leadership is a crucial element of any successful organization. The intense examination of leadership's importance has invoked many different definitions and opposing theories. Initially, the prevalent belief was that leaders are born—that they were somehow gifted and inherently charismatic. However, recent research into leadership reveals there is much more than personality that defines a leader, and concludes that leadership is a skill that can be developed and refined.

COURSE FRAMEWORK

This course is divided into three modules. The first module defines leadership and focuses on discovering an individual leadership style. The second module examines the intricacies of the *Micro*-Environment: relationships formed by direct communication between groups and characteristics of effective teamwork. The final module analyzes the *Macro*-Environment of leadership, focusing on the effects of leadership in larger organizations and international affairs.

Topics of the course include:

- Assessing Leadership Abilities
- Public Speaking: Communicating as a Leader
- Building and Leading an Effective Team
- Decision Making, Negotiations, and Conflict Resolution

REQUIRED READINGS

Students must purchase the *Course Reader* at Zee Zee Copy located in Sather Lane (2431 Durant Ave. Suite C. Tel: (510) 705-8411). Students are expected to read assigned material before class, and be prepared for group discussion. Additional readings may be handed-out in class.

COURSE LOGISTICS

Class Sessions

The class will meet Tuesdays from 4-6pm beginning January 30, 2008 (Note: Due to Spring Break there is no class on March 26, 2008)

Enrollment

Students must complete the enrollment application and attend the first two class sessions as a requirement for admission into the course. All students who are approved for enrollment will receive the Course Control Number and a Course Entry Code. The enrollment assignment, with photo attached, must be brought to the second class session.

Groups and Teamwork

In addition to being evaluated on individual contribution, students will be divided into teams and graded on their team's performance. Students are also required to work with their team members to complete the final project and presentation.

In-Class Participation

Students are expected to attend, be prepared for, and arrive on time for each class session. Also, students must bring their nametag to every class session. Students are evaluated on the quality of their participation in class discussions.

Quizzes

Students will be given quizzes at different times in the semester based on the level of participation and preparedness they exhibit as a class. These will count for a major part of the grade and may not be dropped due to unsatisfactory results or unexcused absences. Therefore, attendance and reading of the text are highly encouraged.

GRADING

This course is graded on a Pass/Not Pass basis. To receive a PASS:

- Each student must be an active participant in class discussion and activities.
- All assignments must be turned in by the due date (including absence assignments).
- Student must have less than three (3) absences.

Written Assignments

Assignments must be turned in at the beginning of the class session. **Late assignments are not accepted.** All assignments must be typed (double-spaced, 12-point Times font, 1 inch margins) and must include: student name and ID number, assignment due date and title.

List of assignments:

- Enrollment Assignment*
- Reader Article Quizzes* (unannounced)
- Group Leadership Case Study* (individual and group)

- ❑ *Final Reaction Paper*
- ❑ *Absence Assignments* (if applicable)

Group Leadership Case Study – Students will be divided into teams of six (6).

Each group is required to:

- Choose a person who has exemplified leadership skills and/or had a significant impact on an organization. Examples include: Bill Gates, Oprah Winfrey, Colin Powell, Arnold Schwarzenegger, Jack Welch, Phil Jackson, etc.
- Perform a detailed analysis of the leader’s strengths and weaknesses, contribution to society and leadership style.
- Write a six (6) page report on the leader and organization (double-spaced, 12-point Times font, 1 inch margins).
- Give a 20–30 minute group presentation to the class incorporating course concepts and applying them to the leader being examined.
- Focus on: background and structure of the organization, biography and professional history of the leader, examples of situations where leadership was exhibited, and benefits and shortcomings of the leader’s style.
- Analyze how the leader’s methods could be improved.
- Meet with the group’s assigned facilitator a few days before the presentation to receive feedback.

Each individual group member is required to:

- Write a two (2) page paper describing the interworkings of the group.
- Focus on how the group functioned, describe details of the group dynamic, and analyze how you could have been a better contributor.

Final Reaction Paper – In two (2) pages, the student must:

- Re-define leadership and examine how their definition has changed from the beginning of the semester.
- Analyze how he or she has improved as a leader and a person.
- Explain plans for applying the knowledge gained from this course.
- Describe the most worthwhile activity/part of class

Attendance Policy:

It is the student’s responsibility to sign the attendance roster at the end of each class period. If the student does not sign-in, he or she are considered absent and must complete an absence assignment. **Absence assignment:** for each absence the student must choose a current event pertaining to leadership and write a two-page reaction essay on the topic. (Example: writing about the Enron executives and how their actions displayed bad leadership). The assignment must be turned-in the next class session. If a student arrives late or leaves class early it is considered partial attendance. Two (2) instances of partial attendance equal a full absence and the student must complete an absence assignment.

Students with three absences will be given a “Non-Pass” and will not receive credit for the course.

All attendance related issues will be managed by Milan Agarwal. Contact him at mrargarwal@berkeley.edu for all absence issues, schedule conflicts, etc.

COURSE SCHEDULE AND READINGS

Module I: Exploring Leadership from the Inside Out

Session 1 – January 29, 2008

Introduction and Administration

- Quick Description/Overview of Course
 - Facilitator Introductions
 - Enrollment Guidelines
 - Module 1 Introduction and Activity
 - Distribute Syllabus
 - **Enrollment Assignment must be Downloaded from the Course Website (Due next week)**
 - <http://www.ocf.berkeley.edu/~leaders>
 - if accepted, bring printed application and picture to class next week
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Session 2 – February 5, 2008

The Elements of Leadership

- Collect Enrollment Assignments (with picture)
 - Review Course Syllabus, Policies, & Materials (Create Discussion Groups)
 - Group Team-building
 - Team Project Overview and Speaking Notes
 - Leadership versus Management
 - Activity/Discussion
 - ❑ **Reading for 2/13:** “Managing Authenticity”
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Session 3 – February 12, 2008

What kind of leader am I?

- Knowing Yourself as a Leader: Discussion of assigned reading
 - Activity: True Colors Exercise
 - Discussion: What style of leadership is most effective for me?
 - **Reading for 2/20:** “What Makes a Leader?”, “What Leaders Really Do”
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Session 4 – February 19, 2008

Emotional Intelligence and Managing the Self

- Guest Speaker
- Group Discussion on reading assignment and Emotional Intelligence
 - What traits do you particularly have trouble with? What are some ways you can work on improving them?
 - Activity: Emotional Intelligence Inventory Self-Assessment
- Module 1 Wrap-Up

Module II: Leading in the Micro-Environment, Teamwork!

Session 5 – February 26, 2008

Leading in chaotic or uncertain times

- Module 2 Introduction
- Activity: Put Your Best Foot Forward
- Discussion of Activity: Differences between Leading and Following
- How to Be A Good Teammate
- ❑ **Reading for 3/5: “Managing Oneself”**

Session 6 – March 4, 2008

Team Communication

- Guest Speaker
 - Topics Include: Perspectives on Leadership; Team-Building Activity
- Discussion of Activity: Trust in teams, Communication in Team Situations
- Discussion of “Managing Oneself”

Session 7 – March 11, 2008

Building and Leading an Effective Team

- Discussion on Mission/Vision/Goal-setting
- Presentation Best Practices
- Activity: Public Speaking
- **Midterm Course Evaluations**

Session 8 – March 18, 2008

Aligning Your Goals and Actions

- Group 1 Presentation
- Guest Speaker
- Discussion of BHAGS/Group Goal Sharing and Development (SMART Goals)
- Module 2 Wrap-Up

Spring Break, no class March 26th

Module III: Leadership in the Macro Environment

Session 9 – April 3, 2008

Ethics and Leadership Development

- Group 2 Presentation
 - Module 3 Introduction
 - Negotiation Discussion and Activity
 - ❑ **Reading for 4/9:** “Level 5 Leadership” & “How to Lead When You're Not the Boss”
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Session 10 – April 8, 2008

Personal Leadership

- Group 3 Presentation
 - Discussion on:
 - “Level 5 Leadership”
 - “How to Lead When You’re Not The Boss”
 - ❑ **Reading for 4/16:** “Cultural Intelligence”
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Session 11 – April 15, 2008

Global Leadership

- Group 4 Presentation
 - Guest Speaker
 - Discussion on:
 - How Companies use Cultural Intelligence in the Global Environment
 - How Leaders use Cultural Intelligence Effectively
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Session 12 – April 22, 2008

Negotiation and Decision Making

- Group 5 Presentation
 - Group 6 Presentation
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Session 13 – April 29, 2008

- Guest Speaker
 - Collect Final Reaction Papers
 - Module 3 Wrap-Up
 - Course Evaluation
 - Final Remarks
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