

# **MGT 164GS BUSINESS AND ORGANIZATIONAL LEADERSHIP Summer Session II, 2020**

## **UCSD Global Seminar: Dublin, Ireland** *Ireland's Silicon Valley*

STUDENT CLASS: Undergraduate, Upper Division Standing

LOCATIONS:

- Trinity College Dublin classroom
- Richmond American University, South Kensington, London campus

TIME: MGT 164GS: Monday, Tuesday, Thursday 8:00am to 9:45am plus Wednesday Excursions. Please anticipate some exceptions that will be announced in advance.

PROFESSOR: **Mary A. McKay**

OFFICE HOURS: by appointment before, between and after classes

YOUTUBE CHANNEL: **marymckay4**

CLASS EMAIL ACCOUNT: [radyglobalseminar@gmail.com](mailto:radyglobalseminar@gmail.com)

### **BACKUP EMAIL FOR CANVAS/TURNITIN**

All sections of all courses: [mckaybackupforturnitin@gmail.com](mailto:mckaybackupforturnitin@gmail.com)

This is a backup system for use when students are submitting written work just minutes before the date and time due – for use when/if you do not receive confirmation of accurate submission via Canvas. We will check this account ONLY when requested, as it is truly a backup system. Late submissions using the backup system are still considered late and will not be graded.

**COURSE DESCRIPTION**

To be successful in today’s complex and changing business environment, students need a broad understanding of organizations and the challenges and opportunities facing today’s leaders and managers. **Dublin – Ireland’s Silicon Valley and Formidable Competitor in the Global War for Talent** was inspired by the chance to examine one of Europe’s early identified tech hubs, and discover how Dublin continues to respond to the many challenges and opportunities of doing business in the 21<sup>st</sup> century.

Dublin is a regional financial and economic center known for its ability to attract and retain talent for tech giants such as Google, Facebook, Twitter, Amazon, and many others. Dublin is also home to an energetic startup sector with one startup for every 1,000 in population. The global war for talent is a highly competitive race and Dublin is a strong competitor.

*MGT 164GS: Business and Organizational Leadership* examines key themes of leadership such as strategy, power and politics, culture, and change. Other content areas focus on leadership development: communication and global mindset, networks, authenticity, and influence. The course captures what weighs in the balance for all leaders who face the challenges of today’s business environment, while at the same time are inspired by extraordinary opportunity. The Global Seminar version of MGT 164 covers important concepts and connections to relevant and practical challenges facing Dublin’s leaders and concludes with a week-long visit to London – the behemoth and highly diverse global business capital. Dublin has forever been in the shadow of London, but as it continues to rise as an important center for business, what can students learn from both great cities?

*Business and Organizational Leadership* combines both theoretical and practical approaches to understanding organizations and is designed to prepare students for effectiveness in future career positions. Students will work independently, in pairs and in small groups with a focus on critical reading, thinking, writing, and discussion. Course readings inspire in-depth thinking and future behavior.

**GLOBAL SEMINAR EXCURSIONS** (subject to change)

EXCURSION TYPE	DUBLIN	LONDON
Introduction to the city	Yes	Yes
History and Culture Touring	Yes	Yes
Guest Speakers	TBA Dublin’s Start-up Culture	Global Leadership
Company Tours (to be confirmed)	OPTUM, Inc. (tech arm of United Health Group) Accenture: Global Innovation Dock Viasat (not yet confirmed)	Nike, Inc. FactSet, Inc. Ramboll, Inc.
Additional	Innovation and Entrepreneurship at TCD  Silicon Docks Walking Tour  A day out of the city (TBA)	

**REQUIRED READING**

UCSD faculty are required to follow copyright laws, and so with the help of Cognella (publisher), we compile copy written materials in a convenient book-form for student use. The Course Reader for MGT 164GS contains all required readings for which students must pay permissions.

Student success depends on completion of the readings on a weekly basis, so please ensure access either by purchase of a hard copy, e-book, or a used copy from a very recent section of the course. If you choose to order a new copy or e-reader, go to <https://store.cognella.com/> and follow the instructions found in the announcements on CANVAS. Your dollars go to the copyright holders (e.g., Harvard Business School Publishing, MIT Sloan Publishing, etc.), and Cognella, Inc. (a private entity founded in 1992 by a UCSD alum).

**i>Clicker**

i>Clicker is a classroom response system that promotes student engagement and enhances classroom interaction. Students will use a remote device (must purchase in advance) to participate in RR Points and feedback opportunities embedded in classroom discussion and exercises. The i>Clicker polling system is particularly effective when anonymous input will promote more robust discussion. You will need your i>Clicker for every class meeting as no paper copies will be accepted.

**CANVAS**

I rely on the course website to communicate with students, so plan to check it daily. I use the announcement function regularly and **students are responsible to stay up to date with all information.**

We will also organize a GroupMe, What’s App (or similar) account for easy text communication.

**SCHEDULE** (subject to change at the discretion of the instructor)

WEEKS 1-5 MONDAY/TUESDAY/ WEDNESDAY/THURSDAY	TOPICS AND ACTIVITIES	READINGS AND OTHER IMPORTANT DUE DATES
<p><b>Week 1 – Dublin</b>  <b>Orientation: August 2</b>  <b>Lecture: August 3 and 5</b>  <b>Excursions: August 4</b></p>	<p>Syllabus and course requirements</p> <p><b>Introduction to Leadership and Organizations</b></p>	<p>Part A Readings 1-3*            *See <i>Assigned Readings</i> at the end of the syllabus for details.</p> <p><b>COURSE QUIZ DUE WEDNESDAY, AUGUST 7 BEFORE 11:59 PM • See CANVAS Modules for details</b></p>

	<b>Multiple Intelligence: Communication and Global Mindset</b>	Part B Readings 4-6*  <b>HOMEWORK</b> Complete the short assessment on Goleman's Leadership Styles (find link in Week 2 Module). Bring results to class on Tuesday and Wednesday.
<b>Week 2 – Dublin</b> Lecture: August 9-10 and 12 Excursions: August 11	<b>Power and Leadership</b>	Part A Readings 7-8*
	<b>360 Degree Influence</b>	Part B Readings 9-10*
<b>Week 3 – Dublin</b> Lecture: August 16-17 and 19 Excursions: August 18	<b>Networks</b>	Part A Readings 11-12* .
	<b>The Toughest Decisions at Work</b>	Part B Readings 13-14*
<b>Week 4 – Dublin</b> Lecture: August 23-24 and 26 Excursions: August 25	<b>Culture as a Tool of Leadership</b>	Part A Readings 15-17*
	<b>Motivating and Leading Change in a Creative Community</b>	Part B Readings 18-20*
<b>Week 5 – London</b> Lecture: August 30-31 and September 2 Excursions: September 1 and 3	<b>Authentic Leadership: Domestic and Global</b>	Part A Readings 21-23*
	<b>Solitude, Humility and Hope</b>	Part B Readings 24-26*

<b>DUE DATES FOR LEADERSHIP JOURNAL</b>		
<b>(these will be short writing assignments of two pages max and will involve a student partner and the exchange of feedback)</b>		
	<b>DUE DATE</b>	<b>JOURNAL PROMPT</b>
<b>Essay #1</b>	<b>Upon arrival</b>	<b>See Essay folder</b>
<b>Essay #2</b>	<b>???</b>	<b>See Essay folder</b>
<b>Essay #3</b>	<b>???</b>	<b>See Essay folder</b>
<b>Essay #4</b>	<b>???</b>	<b>See Essay folder</b>
<b>Essay #5</b>	<b>???</b>	<b>See Essay folder</b>

**STUDENT PARTICIPATION**

**ATTENDANCE:** The UCSD Global Seminar program offers students the chance to learn in a small group environment. Full engagement, via attendance and participation, is rewarding and rewarded. In the case of illness or an emergency, please do your best to communicate in advance.

**PREPARATION:** This course is interactive and combines lecture, group discussion, partner dialogue, small group activities, and academic excursions to facilitate learning. It’s essential that assigned reading is completed *before* class on the day it is assigned because your contribution is an important part of the learning experience for everyone. Please be prepared to share your insight, curiosity, and critique. Be brave and speak up!

**UNPLUGGED LEARNING ENVIRONMENT:** Laptops, iPads, phones etc. should be silenced and stowed during class time in order to create a more impactful learning environment. If you need to monitor a personal or family emergency, please feel free to step out and communicate as needed.

**EXAMS AND OTHER DUE DATES:** All due dates are firm and **late submissions are not graded** except under the most extenuating circumstances (serious medical issues, emergencies, etc.). Only the most extenuating circumstances would be cause for a make-up opportunity and would require advance approval and approved documentation.

**GRADING**

Assignments	Percentage
<b>Reading Quiz Q+A (I)</b>	<b>20%</b>
<b>Leadership and Diversity Essays (I)</b> 5 Submissions – See due dates above and in Canvas> Essays	<b>40%</b>
<b>Student Engagement and Contribution to the Learning Environment (I, G, and C)</b> Attendance, Participation, completion of Introductory Course Quiz, Excursions, etc.	<b>40%</b>

**KEY:**

- I – Independent, individual work only. No collaboration or consultation allowed.
- G – Students may work together in groups and turn in one project or assignment for the entire group.
- C – Collaboration with classmates is allowed. However, each student must submit for an individual grade.

**GRADE SCALE FROM TRITON ED (P/NP requires a 69.5 to pass)**

- |                                  |                                  |
|----------------------------------|----------------------------------|
| Between 97 and 100 = A+          | Between 74 and less than 77 = C  |
| Between 94 and less than 97 = A  | Between 70 and less than 74 = C- |
| Between 90 and less than 94 = A- | Between 67 and less than 70 = D+ |
| Between 87 and less than 90 = B+ | Between 64 and less than 67 = D  |
| Between 84 and less than 87 = B  | Between 60 and less than 64 = D- |
| Between 80 and less than 84 = B- | Less than 60 = F                 |
| Between 77 and less than 80 = C+ |                                  |

**\*\*Notes:**

1. Raw scores and percentages are released through CANVAS MyGrades in a timely manner. I will release grade columns when all papers are graded.
2. Grading and/or recording errors must be reported within 7 days of appearing on MyGrades.
3. Your final course grade is rounded up (e.g., 89.49 receives a B+ and 89.5 receives an A-)
4. If a curve is required, it will be applied after the final exam on the cumulative percentage for the quarter. I have rarely used a curve, so please do not anticipate this happening.
5. The grade scale is firm and there is no opportunity for extra credit.

**PASS/NO PASS STUDENTS**

If you are eligible and have chosen pass/no pass, it is important to approach the course requirements with a thoughtful strategy. My goal is for you to learn the course content in a meaningful way. I hope your goal is the same, although I appreciate your desire to reduce the workload. You will need a 69.5% to pass. If you are attending, fully engaged, contributing, reading, and writing, I am confident you are learning and would be happy to discuss your personal strategy with you.

## **ACADEMIC INTEGRITY**

Integrity of scholarship is essential for an academic community. As members of the Rady School, we pledge ourselves to uphold the highest ethical standards. The University expects that both faculty and students will honor this principle and in so doing protect the validity of University intellectual work. For students, this means that all academic work will be done by the individual to whom it is assigned, without unauthorized aid of any kind. The complete UCSD Policy on Integrity of Scholarship can be viewed at: <http://academicintegrity.ucsd.edu>.

### **How the Honor Code applies to this course:**

Students in **Business and Organizational Leadership** will be expected to complete all coursework within the spirit and letter of the Honor Code and the Academic Integrity policies of the Rady School and the University. Plagiarism and cheating on exams are serious offenses. Please see me if you have any questions or concerns. We are here to help.

## **STUDENTS WITH DISABILITIES**

A student who has a disability or special need and requires an accommodation in order to have equal access to the classroom must register with the Office for Students with Disabilities (OSD). The OSD will determine what accommodations may be made and provide the necessary documentation to present to the professor. The student must present the OSD letter of certification and OSD accommodation recommendation to the professor in order to initiate the request for accommodation in classes, examinations, or other academic program activities. **No accommodations can be implemented retroactively.** Please visit the OSD website ASAP for further information or contact the Office for Students with Disabilities at (858) 534-4382 or <https://osd.ucsd.edu/>.

All bolded items are in the reader. Others can be found via links embedded here AND on CANVAS (see Modules).

WEEK 1

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**PART A: INTRODUCTION TO LEADERSHIP AND ORGANIZATIONS**

1. Gallos, J. V. (2008). Making Sense of Organizations: Leadership, Frames and Everyday Theories of the Situation. *Business Leadership, 2e*, 161-179. **(link in Week 1 Module on CANVAS)**
2. Kotter, J. P. (2001). What Leaders Really Do. *Harvard Business Review*, no. R0111F.
3. Richard Florida, "Winner-Take-All Urbanism," *The New Urban Crisis: How Our Cities are increasing Inequality, Deepening Segregation, and Failing the Middle Class – and What We Can Do About It*. New York: Basic Books, 2017.

**PART B: MULTIPLE INTELLIGENCE: COMMUNICATION AND GLOBAL MINDSET**

4. HBR Editors (2004). Leading by Feel. <https://hbr.org/2004/01/leading-by-feel>
5. Goleman, D. (2000). "Leadership That Gets Results." Harvard Business Publishing Product # R00204-PDF-ENG.
6. Javidan, M. & Bowen, D. (May 2015). "The Global Mindset: A New Source of Competitive Advantage," Harvard Business Publishing Product #ROT265-PDF-ENG.

WEEK 2

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**PART A: POWER AND LEADERSHIP**

7. Bolman, L. G. & Deal, T. E. (2013). Power, Conflict and Coalition and The Manager as Politician. *Reframing Organizations: Artistry, Choice and Leadership*, 5e. (2 chapters)
8. Pfeffer, J. (2010). Power Play. *Harvard Business Review*, no. R1007G.

**PART B: INFLUENCE FOR 360 DEGREE EFFECTIVENESS**

9. Cialdini, R. B. (2001). Harnessing the Science of Persuasion. Harvard Business Publishing, Product # R0109D-PDF-ENG.
10. Cuddy, A. J. C., Kohut, M. & Neffinger, J. (2013). Connect, Then Lead. Harvard Business Publishing, Product # R1307C-PDF-ENG.



**WEEK 3**

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**PART A: NETWORKS + MIDTERM**

11. Cross, R. & Thomas, R. (2011). *A Smarter Way to Network*. *Harvard Business Review*, Product # R1107P.
12. Cross, R., Rebele, R. & Grant, A. (2016). *Collaborative Overload*. *Harvard Business Publishing*, Product # R1601E-PDF-ENG.

**PART B: THE TOUGHEST DECISIONS AT WORK**

13. Campbell, A., Whitehead, J. & Finkelstein, S. (2009). *Why Good Leaders Make Bad Decisions*. *Harvard Business Publishing*, Product # R0902D-PDF-ENG.
14. Badaracco, J. (1997). *A Space of Quiet: Create Moments of Serenity in Order to See Management Dilemmas Clearly*. *Harvard Business Press Chapters*, Product # 3059BC-PDF-ENG.

**WEEK 4**

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**PART A: CULTURE AS A TOOL OF LEADERSHIP**

15. Christensen, C. M. & Shu, K. (2006). *What is an Organization's Culture?* *Harvard Business Press*, Product # 399104-PDF-ENG.
16. Cliffe, S. (2015). "Companies Don't Go Global, People Do: An Interview with Andy Molinsky," *Harvard Business Review* Product # R1510E-PDF-ENG.

**PART B: MOTIVATING AND LEADING CHANGE**

18. Kotter, J. P. (November 2012). "Accelerate," *Harvard Business Publishing* Product # R1211B-PDF-ENG.
19. Heath, C. & Heath, D. (2010). *Introduction. Switch*. New York: Random House. [\(Link in Modules on CANVAS\)](#)
20. Amabile, T. M. & Kramer, S. J. (2011). *The Power of Small Wins*. *Harvard Business Publishing*, Product # R1105C-PDF-ENG.

WEEK 5

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**PART A: AUTHENTIC LEADERSHIP: DOMESTIC AND GLOBAL**

21. George, B., Sims, P., McLean, A. N. & Mayer, D. (2007). *Discovering Your Authentic Leadership. Harvard Business Review*, reprint no. R0702H.
22. Ibarra, H. (2015). *The Authenticity Paradox. Harvard Business Review*, Product # R1501C-PDF-ENG.

**PART B: SOLITUDE, HUMILITY, AND HOPE**

24. Collins, J. (2005). *Level 5 Leadership: The Triumph of Humility and Fierce Resolve. Harvard Business Review*, Product # R0507M-PDF-ENG.
25. Deresiewicz, W. (2009). *Solitude and Leadership: If You Want Others To Follow, Learn To Be Alone With Your Thoughts.* Lecture delivered at the United States Military Academy at West Point.  
<http://www.theamericanscholar.org/solitude-and-leadership/>
26. Rzeghi, A. (2008). *Choose Hope: On Creating A Hopeful Future. Business Leadership, 2e*, 516-517.