

# Syllabus Fall 2015

## IEOR 171 Technology Firm Leadership and Organizational Behavior

### Center for Entrepreneurship & Technology

**Listed as IEOR 171 Industrial Engineering & Operations Research  
3 University Credits**

#### **Welcome to IEOR 171 Technology Firm Leadership and Organizational**

Course description: Primarily designed for upper-level undergraduates and graduate students, this course explores key organizational management and leadership concepts relevant to the high-technology world. Topics include entrepreneurship, team building, having a vision, values, ethics, negotiations, communications, power and influence, culture, risk, change, and other related leadership issues.

This course prepares technical and business minded students for careers focused on executive track careers in high technology. Students undertake intensive study of actual business situations through a series of lectures provided by significant entrepreneurial and business leaders and experts who will share their wisdom and experiences. Three texts will be required with a reader from study.net along that will contain a series of articles related to the class topics. A series of papers and a class project will add relevance to leadership elements.

This course is offered through Berkeley's Center for Entrepreneurship & Technology (CET) within the College of Engineering and affiliated with the Department of Industrial Engineering & Operations Research. This course will conform to the UC Berkeley Entrepreneurial Approach focusing in part on experiential student learning.

The class is comprised of 3-hour lectures. Students who do not attend the first class will most likely be dropped. Students on the waitlist must attend all initial classes or lose their place on the waitlist.

#### **Instructors and Class Locations:**

- Dr. Ron Lesniak, Fellow - Center for Entrepreneurship & Technology
- Guests Lectures include industry executives, entrepreneurs, and investors.
- Class website: bSpace (or bCourse if available)
- Instructor will hold office hours by appointment in Etcheverry Hall Rm 4125
- Graduate Student Instructor (GSI) for this class is Cheng Lyu who will hold office hours by appointment and Smudra Bhuyan will be our Reader.
- Class Lecture location and hours will be Wednesdays from 2 pm to 5 pm in Kroeber Rm. 160



**CET**  
Center for Entrepreneurship & Technology

**Innovate  Lead  Commercialize**

College of Industrial Engineering | 4th Floor Etcheverry Hall, Berkeley CA 94709 | <http://cet.berkeley.edu>

## Required Class Materials:

- **Required Book:** “So you want to be an entrepreneur” by Jon Gillespie Brown, (2008) ISBN 13; 978-1-84112-803-0 Capstone Publishing, LTD (a Wiley Company)
- **Required Book:** “The Fundamentals of Organizational Behavior – What Managers Need to Know” by Henry L. Tosi and Neal P. Mero, (2003) ISBN 1-40510-074-5 (pbk) (Blackwell Publishing)
- **Optional Book:** “Leadership Moments – Turning Points that Changed Lives and Organizations” by Arthur Jue and Edited by Clair Gerus, (2006) ISBN 1-4120-9964-1 (pbk) (Trafford Publishing)
- Articles will be available through reference material provided by [www.study.net](http://www.study.net) under University of California, Berkeley, “IEOR 171 – Technology Firm Leadership (Organizational Behavior) 2015 (copy)”. The Course Link to access the reference information is: [http://www.study.net/r\\_mat.asp?crs\\_id=30068614](http://www.study.net/r_mat.asp?crs_id=30068614)  
The password to obtain your reference material is: **IEOR Fall 2015**
- Some additional public domain articles and other lecture notes may be identified for class readings and made available on b-Space prior to the class sessions.

## Course Format:

This course will be composed of instructor lectures, content expert guest speakers who will share their leadership experiences, and there will be articles and book chapter readings. There will be 2 brief self-analysis papers, 2 student papers, 3 in class Quizzes, and a Class Project (12 minute power point presentation and group written paper). There will be no formal Mid-Term or Final exams. Students will analyze book chapters and articles as defined in the syllabus. Class participation will be measured by attendance and in-class, and in class participation during lectures that will be recorded by the GSI. Through this course, students will gain exposure to a wide variety of entrepreneurial and leadership characteristics and elements, business modeling, and organizational behavior oriented best practices.

## Self Assessment Reviews and Individual papers:

There will be two brief (2 page each) papers on personal reviews pointing to lessons learned about self-assessment measurements including entrepreneurial aptitude and emotional intelligence levels. Actual self-assessment results will not be submitted with these 2 brief papers.

There will also be two individual student papers that will be submitted related to leadership and entrepreneurship. Paper 1 will be submitted September 30, 2015 during class and Paper 2 will be submitted November 18, 2015 during class (see the Class Schedule for details). Each Individual paper will be a maximum of 4 pages in length with double spaced lines (title page if provided will not be included in the page count). Each paper will require a minimum two references from research (attached on a separate reference page and also not included in the page count).

Each self-assessment papers will be worth 2.5% of the final grade in the class, and each individual paper will be worth 12.5% of the final grade in the class. The papers will be scored against a rubric, which will be provided via bSpace.

### *Individual Paper 1 – Leadership Moment*

This paper will describe a leadership moment when a CEO running a business encountered a significant problem or series of issues that created the need for significant decisions needed to stabilize and/or change direction of the business. Changes in the course and plans of the business were needed to move the company forward. The situation will have required actions of this leader where he/she used transformational leadership elements, presented in this class, to make necessary adjustments.

This 4-page (maximum length) paper will include the following items:

1. Introduction and brief description of a business leader and the company at the time of the leadership moment.
2. The incident or series of incidents that occurred that affected the operation of the company.
3. The action that was taken by the CEO over a recovery time.
4. Those leadership attributes and elements that the CEO showed in dealing with the situation.
5. The outcome of the actions taken.
6. Your assessment of the effectiveness of the actions taken, and the resulting position of the company.
7. The lessons to be learned about leadership that that were exhibited as a result of this situation.
8. A reference list (minimum of two references).
9. The title page and reference page will not be included in the 4-page (maximum) requirement.

The following list of leader examples is provided for your use. Feel free to use any of these leaders or you can write about your own favorite leader:

<b><u>Leader</u></b>	<b><u>Company</u></b>	<b><u>Potential Moment to Review</u></b>
Richard Branson	Virgin Airlines	Taking on the huge airline companies while creating a vibrant culture
Michael Dell	Dell Computer	Starting a new company from the ground up
Carli Fiorina	Hewlett Packard	Restructuring HP into a more retail orientation with a different culture
Lou Gerstner	IBM	Restructuring his company in the face of huge competition
Rudy Guiliani	Mayor of New York	Stabilizing New York City after the World Trade attack
Steve Jobs	Apple	Losing his company and starting over with two new companies
Howard Lutnick	Cantor Fitzgerald	Re-building his company after the tragedy of the World Trade Center attack
Howard Schultz	Starbucks	Coming to terms with huge competition and creating new products to survive
Sam Walton	Wal-Mart	Rising from the loss of his first store and responding with massive retail success

## *Individual Paper 2 – Intersection of Entrepreneurism & Mature Company Leadership*

This paper will provide your **personal observations**, analysis and projections of how an entrepreneur's leadership actions and profile might change as he/she grows from the startup role into a leader of a more mature entity. Your paper will describe what you believe will happen to the entrepreneur as the business evolves into a commercial entity needing different skills and characteristics. What leadership elements will change, how and when would these changes occur, and why did they change? You will answer the question, what happens to the role of a CEO in this transition?

This 4-page (maximum) paper could include the following items:

1. An introduction explaining the transition that takes place.
2. A description of the different skills that might change with the CEO.
3. What factors will accelerate these changes?
4. What happens to the company's culture when these changes occur?
5. What lessons about leadership did you learned from reviewing this transition?
6. A reference list (minimum of two references).

### **Class Project will involve Original Research collected through a live interview of a contemporaneous Leader:**

The research will involve groups of 4 students who will experience an exercise in observing and learning about organizational leadership, strategic thinking, and creative decisions from in person interviewing and observing the leadership abilities of **2 contemporaneous leaders**. These leaders will be Bay Area business leaders (or more distant leader interviewed with a Skype face to face interview) who have a business with at least 2 workers. Each student team will conduct a live interview to learn first hand about the leadership approach of these local leaders. This project will seek to focus on the concepts and leadership presented throughout this class.

The teams will focus on profiling and collecting key leadership skills and actions of business leaders and assembling a investigative report of their findings that will offer a deeper insight into the behavioral and psychological elements of leadership. Actual thoughts and concerns of the interviewed leaders will be collected about their business agendas and how they dealt with significant pivot points in the life of their companies. Each student team will identify and select their business leaders and be responsible for the interviews. The final investigative report will come from the accumulation of the findings of the team and will be used to present key learnings from this experience. The live interviews will be executed in a casual, confidential, and professional manner between the student team and the local leaders. These live interviews should be targeted to last 45-60 minutes.

The class project deliverables will be a written assessment of the leadership skills and a comparison of the leadership elements of the two leaders. The physical deliverables will be: **1.** A 10-minute power point or prezzi or power point presentation that will be given by members of the team to the instructors (10 -12 slides), and **2.** A written research paper that will include a final 4 page (maximum) collaboratively written team report that will provide a summarization of the lessons learned and other key insights about leadership gained from

speaking directly to these leaders. Photographs of the leaders and their businesses should be provided in the prezzi or power point presentation.

About the third week (September 9), the GSI will collect volunteer team memberships or will place students on teams. It is expected that each team member will provide names of potential leaders for interviews. The final slide presentation will be given during the last class times of the semester and the written paper will be submitted at the conclusion of the live team presentation to the instructors.

### **Quizzes:**

There will be 3 quizzes given per the syllabus schedule that will be related to the required text and article readings of the period, lecturer's presentations both the instructor and the guest lecturers, and any additional required readings. Quizzes will be in an open book format.

### **Class Participation:**

As a big part of education comes from active student participation, students will be graded on this class participation. The participation score will be comprised of two equal parts, 1) active classroom participation in the lectures, and 2) attendance of lectures. Students will be called upon to provide commentary on the lecture points, articles, and additional assigned readings. Every effort will be made to insure that every student has an opportunity to present dialog during the class sessions. Students will be graded on the quality and quantity of their contributions.

### **Grading:**

- Three quizzes will account for 30% (10 points each)
- The two assessment short papers will account for a total of 5% (2.5 points each). 2 page maximum for each
- The 2 individual papers will account for 30% (15 points each). 4 page maximum for each
- The group research paper will account for 30%
  - 15% for the quality and thoroughness of a power point 12-minute group presentation. These presentations will be scheduled for the final class sessions.
  - 15% for a written 4 page maximum paper describing in detail the lessons learned from the leader interviews. Group contribution to the paper is needed. This group paper will be due at the time of the group power point presentation.
- Class participation will account for 5%. Class participation will include the attendance (2.5 points) and overall class participation (2.5 points) in the lecturers
- Final students grades will be based on a curve scale.

### **Class Flow:**

It is important each student provide prompt attendance. The targeted make up of the lecture time will contain:

- The Instructor will provide a 10-minute lecturer introduction and presentation outlining

the leadership elements that will be emphasized for the class.

- The lecture will last about 170 minutes with a mid session break and time allowed for class questions during and at the end of the presentation.

**Class Policies:**

- Unexcused late work will be subject to lower grading. If late by 24 hours, a 10% penalty will apply, if late by 48 hours, a 20% will apply. Over 48 hours late the assignment will not be accepted.
- Quizzes will be open book. This will include open notes (from paper notes or live access to computer notes) and open books.
- Plagiarism on papers will be treated seriously. If the instructor or GSI finds plagiarism the assignment will not be accepted and this issue could be referred to academic affairs.
- Common courtesy will be expected and include not eating in the classroom, no cell phone calls and no personal Internet mail or other surfing.