

SIO 296 – Leadership and Management
Fall 2014
Instructor: Lisa Shaffer, PhD, MBA

“One who wishes to guide the people should be humble in her speech toward them. One who wishes to lead the people must learn the art of following them.” - The Tao of Coaching, p. 106

This class is intended to provide an overview of basic business concepts, focusing on the skills needed for success in achieving marine biodiversity and conservation outcomes. Based on my years at SIO, including the formation of CMBC and the development of the MAS program, my training in the Rady School of Management’s FlexMBA program, and my subsequent work teaching at Rady, as well as my own experience creating and leading organizations in the private, public, and academic sectors, I have chosen topics, resources, and hands-on assignments tailored to SIO, CMBC, and the MAS program.

The course will cover aspects of for-profit, non-profit, and government organizations, skills and concepts of leadership and management, negotiations, communications, and project definition and execution. It cannot, by definition, provide the depth and breadth of an MBA program. However, the hope is that you will understand the basic concepts, have a chance to practice them, and know where to find additional resources to go more in depth in areas of interest.

Expectations of students:

I believe we learn by doing, and this class is designed to be interactive with shared responsibility for teaching and learning together. Each student is expected to:

- Attend every class session [recognizing that sometimes this is not feasible, but after you read Peter Senge, you will understand the value of a goal of zero absences]
- Write in an on-line journal in response to questions I have prepared. This is a way for you to reflect on the readings. I will read your journal entries and might comment on them. They will not be graded per se, but it will matter whether or not you do them. This will also give me feedback on the course materials.
- Individually, or as part of a team, prepare, and give a presentation and lead a discussion based on one of the readings or one of the cases. Your role is to summarize the chapter or case, highlight the key lessons, and lead the class in a discussion or exercise related to the topics you cover. If possible, relate the assigned topic/lesson to your Capstone project interest. For example, if the assigned topic is organizational structures, you could select a marine conservation organization of interest and analyze its structure and evaluate the effectiveness of different organizational models.

- At the end of the quarter, you will prepare a final paper summarizing what you learned and how you will apply the learning to your capstone project. If you do not yet have a capstone project defined, you will choose a marine biodiversity-related problem statement and use that for your final paper. All final paper topics must be approved in advance (see schedule for due dates)

You will be assigned to read *The Necessary Revolution* (Senge, Peter et al, Doubleday, 2008.) In addition, students need to go to the Harvard Business School site at this link: <https://cb.hbsp.harvard.edu/cbmp/access/29771163> and purchase the case studies and articles there (it's really cheap). If the hyperlink doesn't work, cut and paste into your browser.

Evaluation:

Class participation: 25%

In-class presentation: 25%

Journal: 25%

Final Paper: 25%

I will provide an extensive reading list as a reference, but I won't necessarily be assigning specific readings from all of them.

DATE	Class	Topic	Readings & Assignments (subject to change)
Thursday, Oct. 2	1	Introductions, Overview, Business Basics. Who am I; who are you, what projects are you working on, what do you want to achieve	
Tuesday, Oct. 7	2	Perspectives from the "real world" – single-use plastic bags, styrofoam bans in Encinitas. Business perspective; government perspective; ecological perspective	
		Sign up for class presentation JOURNAL due Noon Oct. 9 – Manager/Leader	
Thursday, Oct. 9	3	What is management and what is leadership, different leadership styles Guest speaker – Beth Ellen Holimon, emotional intelligence	Articles on TED
Tuesday, Oct. 14	4	Self-assessment –individual strengths and weaknesses, leadership styles	Materials on TED

Thursday, Oct. 16	5	Perspectives from the “real world” – guest speakers: Jan Tharp, Exec. VP of Bumblebee Tuna and the Mike Kraft, Director of Sustainability	Look at http://www.bumblebee.com/sustainability/fisheries/ and the fisheries reports linked there. How well do you think Bumblebee is managing its fisheries?
		JOURNAL due Noon Oct. 21 - Bumblebee	
Tuesday, Oct. 21	6	Student-led class. What is success – if the goal is to get people to do what you want them to (e.g., buy your product, enact your policy) how is that accomplished? (behavioral economics) If the goal is something else, what is it? Personal success and institutional success. Societal expectations, your expectations.	Senge, pp. 1- 100 Articles on TED
Thursday, Oct. 28	7	Organizational structures, looking at different models, what works best when.	Materials on TED
Tuesday, Oct. 28	8	Student-led discussion of HBR case. What does “sustainability” mean in the context of a for-profit business organization? What should it mean?	Senge, pp. 101-156 HBR Nike Case
Thursday, Oct. 30	9	Defining what you want – project planning, budgeting. How much money do you need and where do you find it?	Materials on TED
		JOURNAL due Noon Nov. 4 - Your plan Paper Topics: Students MUST turn in a brief description of the project they will use for their final paper.	
Tuesday, Nov. 4	10	GUEST SPEAKERS: Todd Salovey (1:00 – 2:00) Tiffany Fox, science and technology writer, UCSD Qualcomm Institute. Communication, negotiation skills [within team; with external stakeholders]; written communication (proposals, reports); powerpoint abuse prevention	Senge, pp 227 - 280
Thursday, Nov. 6	11	Student-led discussion of HBR Case; defining your projects	HBR Case – Levi Strauss, Global Sourcing
Tues. Nov. 11		NO CLASS – Veteran’s Day	

Thurs. Nov. 13	12	Understanding other perspectives – colleagues, subordinates, customers, funding entities; identifying challenges and risks; team building, when and how to use teams. Transformative Leadership	<i>How We Win: The Science of Solving Society's Problems</i> By Scott Sherman (on TED)
Tues. Nov. 18	13	Student-led discussion of HBR Case. Execution – metrics, monitoring, adaptive management, risk, SWOT analysis	Senge, pp. 283-344 HBR case – Providing Pensions for the Poor; PATH and the Safe Water Project
Thurs. Nov. 20	14	GUEST SPEAKER Perspectives from the “real world” – guest panel: Jim Farley, Exec. Director, Leichtag Foundation, Daron Joffe (aka Farmer D), plus Michelle Turner , Source Intelligence– the changing meaning of charity, nonprofit and for-profit organizations	CONFIRMED
Tues., Nov. 25	15	Student team presentations – SWOT analysis of their projects and strategies for success	
Thurs. Nov. 27		NO CLASS - Thanksgiving	
Tues., Dec. 2	16	Negotiation – Granite Case (materials to be provided in class)	
Thurs. Dec. 4	17	Student-led discussion of HBR case.	HBR Case – Starbucks and Conservation International
Tues. Dec. 9	18	Ethics case studies	
Thurs. Dec. 11	19	Wrap up, evaluation	Final Papers Due