

USC Marshall School of Business

GSBA-598

If Not You, Who? The Future of Leadership

Fall 2020, Mondays: 6:00pm – 7:40pm, 1.5 units

Instructor:	<i>Sarah Townsend</i>
Office:	<i>Meetings held via Zoom</i>
Office Hours:	<i>Thursdays 10:00am – 11:00am and by appointment</i>
Phone:	<i>(213) 740-8420</i>
Email:	<i>sarah.townsend@marshall.usc.edu</i>

COURSE DESCRIPTION

In different ways and at different times, we are all called to be leaders. In these roles, we strive to make others better as a result of our presence and do so in a way that lasts into our absence. With our presence, we motivate others, make effective decisions, and maintain integrity. In our absence, we leave inclusive cultures, structures that stimulate team cohesion, and innovative technologies. Our effective leadership is grounded in understanding ourselves, others, and our organizations and communities.

What happens when the ground suddenly shifts? A global pandemic, widespread protests for racial justice, and the adoption of revolutionary new technologies. 2020 has been marked by unprecedented shifts. Leaders have been required to create new understandings in order to both lead through today's crises and uncertainties and drive toward a better tomorrow.

This class draws on the expertise of Marshall faculty members and industry executives who can provide unique insight into effective leadership in 2020. Topics covered include: leading under uncertainty created by COVID-19, addressing race and bias in the workplace, and the positive and negative effects of technological advancement.

COURSE OBJECTIVES

Upon successful completion of this course, students will be able to

- 1) Describe the changing American and global landscape and the current and future challenges facing communities and workplaces.
- 2) Identify best practices for how leaders can seamlessly adjust to changes in employee values, technology, and society.
- 3) Recognize the difficult tradeoffs leaders face and analyze how leaders can maintain integrity and inclusion as they make decisions.
- 4) Examine and understand how their own experiences inform their perspectives on what it means to lead and what effective leadership entails.

COURSE MATERIALS

This syllabus and additional course information are available through Blackboard, which is the primary channel of communication for this course. Please take note of announcements and email messages you receive. You can also communicate directly with me and the TAs. To access Blackboard from your web browser, enter <https://blackboard.usc.edu>, and log in using your USC username and password (email blackbord@usc.edu if you experience problems).

GRADING

<u>ASSIGNMENTS</u>	<u>% of Grade</u>
DISCUSSION THREAD CONTRIBUTION	45%
TEAM PRESENTATION (SLIDES)	40%
PARTICIPATION	15%
TOTAL	100%

Final grades for this course will reflect the weighted sum of your assignment grades and will adhere to the Marshall grading policy. University policy requires that to earn a mark of CR a student must have submitted work equivalent to B quality or better in a graduate course.

DISCUSSION THREAD CONTRIBUTION

Students should post one comment to the course discussion thread for each class session. Discussion comments must be posted by 11:59 p.m. on the Saturday following class. All comments should:

- be a maximum of 150 words
- be relevant to the discussion thread (if created in response to another comment)
- refer to the material covered in that week's lecture or readings.

PARTICIPATION – SMALL GROUP DISCUSSIONS

Class participation is an extremely important part of this course as the richness of the learning experience will be partially dependent upon the degree of preparation by all students prior to each class session. My expectation is that you are prepared for all classes and will actively participate in and meaningfully contribute to the small group discussions.

Small group discussions will revolve around (a) answering a set of questions the speaker and/or I pose to you and, subsequently (b) creating a set of questions to pose to the speaker. A teaching assistant will “drop in” on these discussions to answer questions. As a group, you will carefully craft 2 - 3 questions for our speakers for the Question and Answer segment of the class. Each group should select one person who will be responsible for submitting the groups' 2 - 3 questions into the chat.

If you do not attend class live, you will not receive credit for participation. However, please see “Attendance Policy” below for an alternative route to earning this credit.

TEAM PRESENTATION SLIDES

The challenges and opportunities facing leaders change by the day. In the course, you will learn about many of the most current and pressing issues. However, not every critical issue has been

covered and new issues arise continuously. For this assignment, you will work in a small team with other students to identify a contemporary issue with implications for effective leadership that we have not discussed in-depth in class. As a team, you will research this topic and then create a brief presentation that reviews essential background information about the topic, poses the critical questions researchers must examine, and discusses the leadership implications.

Teams of approximately 5 students will be assigned. Presentations must include 3 slides (NOT including a title slide with students' names). Deadline is 11:59 p.m. on XXXXX.

FINAL PRESENTATION

Students, teaching assistants, and I will review the team presentation submissions and vote for the most important and novel topics. Teams whose presentations are selected will present their slides the final exam time slot.

****NOTE: All deadlines are in Pacific time.****

ATTENDANCE POLICY

Sections of this course are offered in two formats: (a) in person, delivered on campus and (b) fully online. For both formats, we strongly encourage live class attendance, either online for remote students, or in classrooms for in-person students. However, if you are unable to attend live, you have until 11:59 p.m. on the Saturday following class to watch that week's class session and submit your comment to the discussion thread. In addition, to get credit for participation, you should also submit two questions you would have liked to ask that week's speaker (submit these two questions as an additional comment to the discussion thread).

If you cannot attend class or (watch the recording) and/or submit your contributions to the discussion thread by deadline due to a religious holiday, family emergency, or health problem, please email me (sarahtow@marshall.usc.edu) ahead of the deadline.

THE IMPORTANCE OF COURSE EVALUATIONS

The student course evaluations are valuable. This course will be improved, based on feedback from students and instructor observations.

TECHNOLOGY REQUIREMENTS

Online lectures through Zoom will be provided in Blackboard. Therefore, you must have access to the Internet to view/hear lectures. No special software is required.

The lecture presentations, links to articles, assignments, quizzes, and rubrics are located on Blackboard. To participate in learning activities and complete assignments, you will need:

- Access to a working computer that has a current operating system with updates installed, plus speakers or headphones to hear lecture presentations;
- Reliable Internet access and a USC email account;
- A current Internet browser that is compatible with Blackboard (Google Chrome is the recommended browser for Blackboard);
- A working video camera with microphone for use on Zoom;

- Microsoft Word as your word processing program; and
- Reliable data storage for your work, such as a USB drive or Office365 OneDrive cloud storage.

If your computer does not have Microsoft Word, Office 365 package is available to you free of charge and allows you to install Word, Excel, PowerPoint, Outlook, OneNote, Publisher, and Access on up to 5 PCs or Macs and Office apps on other mobile devices including tablets. Office 365 also includes unlimited cloud storage on OneDrive. To download Office 365 log into your student (University) email through a web browser, choose Settings (top right corner), and select software. If you have further questions or need help with the software, please contact the USC ITS service portal.

CLASS CONDUCT/NETIQUETTE

Professionalism will be expected at all times. Because the university classroom is a place designed for the free exchange of ideas, we must show respect for one another in all circumstances. We will show respect for one another by exhibiting patience and courtesy in our exchanges (during class and on the discussion board). Appropriate language and restraint from verbal attacks upon those whose perspectives differ from your own is a minimum requirement. Courtesy and kindness is the norm for those who participate in my class. Remember, video conference business meetings and written, electronic communication are and will be the norm, so practice your professionalism in these spaces.

Some Netiquette Rules:

- Exhibit professionalism and respect in your: attire, virtual background, manner of disagreeing with classmates, and amount of attention paid to your classmates.
- Display both your first and last name during video conferencing and synchronous class meetings.
- Minimize distractions with muting and video off when moving around
- Do not use all CAPITAL LETTERS or multiple exclamation points. This is considered "shouting" and can be seen as aggressive!!!!
- Begin emails with a professional salutation (Examples: Dr. Name; Hello Professor Name; Good afternoon Dr. Name). Starting an email without a salutation or a simple "Hey" is not appropriate.
- When sending an email, please reference the course number (Ex. BUAD306) in the subject line and sign the mail with your name.
- Use proper grammar, spelling, punctuation, and capitalization. Text messaging language is not acceptable. You are practicing for your role as a business leader.
- Re-Read, think, and edit your message before you click "Send/Submit/Post." As a check, consider whether you would be comfortable with your email/post being widely distributed on the internet.

HOW TO ACCESS READINGS VIA USC LIBRARIES

All of the readings can be accessed for free using the USC Libraries website (<https://libraries.usc.edu/>). Please see the Appendix for detailed instructions.

COURSE OUTLINE AND ASSIGNMENTS

Theme	Topic and Date	Complete BEFORE Class	Complete AFTER Class
Leading Through Crises	<p style="text-align: center;">Week 1: 08/17/20</p> <p style="text-align: center;"><i>Course Introduction</i> Dr. Sarah Townsend</p> <p style="text-align: center;">and</p> <p style="text-align: center;"><i>What Can You Really Make with Lemons?</i> Dean Geoffrey Garrett</p>	<ul style="list-style-type: none"> • Read: the syllabus • Read: Ancona, D., Backman, E., & Isaacs, K. (2019). Nimble leadership. <i>Harvard Business Review</i>, 97, 74-83. • Read: Friedman, T. L. (April 21, 2020) We Need Great Leadership Now, and Here’s What It Looks Like. <i>New York Times</i>. 	<p>Submit contribution to discussion thread by: Saturday 08/22/20 11:59 p.m.</p>
Leadership in the Wake of COVID-19	<p style="text-align: center;">Week 2: 08/24/20</p> <p style="text-align: center;"><i>How to Choose Between Bad Options</i></p> <p style="text-align: center;">Dr. Susan Harmeling and Dr. Katharine Harrington</p>	<ul style="list-style-type: none"> • Listen: NPR – Hidden Brain Podcast. “Justifying the Means.” • Read: Fisher, M. (May 7, 2020). Reopenings Mark a New Phase: Global “Trial-and-Error” Played Out in Lives. <i>New York Times</i>. 	<p>Submit contribution to discussion thread by: Saturday 08/29/20 11:59 p.m.</p>
	<p style="text-align: center;">Week 3: 08/31/20</p> <p style="text-align: center;"><i>Understanding and Communicating Risk</i></p> <p style="text-align: center;">Dr. Wändi Bruine de Bruin and Dr. Scott Wiltermuth</p>	<ul style="list-style-type: none"> • Read: <i>Developing Public Health Communication Strategies—and Combating Misinformation—During COVID-19</i>. (https://www.hsph.harvard.edu/e-cpe/public-health-communication-strategies-covid-19/) • Read: Roberts, D. C. (May 23, 2020) Putting the Risk of Covid-19 in Perspective: Foreign Desk. <i>The New York times</i>. 	<p>Submit contribution to discussion thread by: Saturday 09/05/20 11:59 p.m.</p>
	Maintaining Integrity in the Face of Uncertainty	<p style="text-align: center;">Week 4: 09/09/20</p> <p style="text-align: center;">CLASS WILL MEET ON WEDNESDAY</p> <p style="text-align: center;">President Carol Folt</p>	<ul style="list-style-type: none"> • Read: Scoblic, P. (2020). Emerging from the Crisis: Learning From the Future. <i>Harvard Business Review</i>. • Note: Teams will be assigned this week.

Theme	Topic and Date	Complete BEFORE Class	Complete AFTER Class
	<p>Week 5: 09/14/20</p> <p>Oscar Munoz Executive Chairman, United Airlines</p>	<ul style="list-style-type: none"> Read: Walker, S. (April 25, 2020). Getting the Restart Right: How to Lead When Nobody Has a Map. <i>The Wall Street Journal</i>. 	<p>Submit contribution to discussion thread by: Saturday 09/19/20 11:59 p.m.</p>
	<p>Week 6: 09/21/20</p> <p><i>One Disaster at a Time: Covid-19 Impacts on Sustainability</i></p> <p>Dr. Shon Hiatt and Dr. Paul Adler</p>	<ul style="list-style-type: none"> Read: June 22, 2020. Covid-19 has led to a pandemic of plastic pollution; Sea of troubles. <i>The Economist (London)</i>. Read: Stoll, J. D. (May 1, 2020) Sustainability Was Corporate America's Buzzword. This Crisis Changes That. <i>The Wall Street Journal</i>. 	<p>Submit contribution to discussion thread by: Saturday 09/26/20 11:59 p.m.</p>
<p>Authentic, Anti-Racist Leadership</p> <p>--</p> <p>Walking the Walk after You've Talked the Talk</p>	<p>Week 7: 09/28/20</p> <p><i>The Truth About Bias and Bias Training</i></p> <p>Dr. Sarah Townsend</p>	<ul style="list-style-type: none"> Read: Williams, J. C., & Mihaylo, S. (2019). How the Best Bosses Interrupt Bias on Their Teams. <i>Harvard Business Review</i>, 97(6), 151-157. Listen: NPR – Code Switch Podcast. “Why Now White People?” 	<p>Submit contribution to discussion thread by: Saturday 10/03/20 11:59 p.m.</p>
	<p>Week 8: 10/05/20</p> <p><i>Courageous Conversations</i></p> <p>Dr. Shaun Harper</p>	<ul style="list-style-type: none"> Read: Tulshyan (2020). Do Your Employees Know Why You Believe in Racial Equity? <i>Harvard Business Review</i>. 	<p>Submit contribution to discussion thread by: Saturday 10/10/20 11:59 p.m.</p>
	<p>Week 9: 10/12/20</p> <p>Jonathan Mayes Senior VP of External Affairs & Chief Diversity Officer at Albertsons</p>	<ul style="list-style-type: none"> Read: June 13, 2020. The Power of Protest and the Legacy of George Floyd. <i>The Economist (London)</i>. Published online. 	<p>Submit contribution to discussion thread by: Saturday 10/17/20 11:59 p.m.</p>

Theme	Topic and Date	Complete BEFORE Class	Complete AFTER Class
Leadership Challenges of New Technology -- Adopting What Makes Us Better, Discarding What Makes Us Worse	Week 10: 10/19/20 <i>The Promise and Peril of Algorithms</i> Dr. Kalinda Ukanwa and Dr. Dina Mayzlin	<ul style="list-style-type: none"> Listen: NPR – Here & Now. “Do Cops Need Guns? Algorithmic Bias in Policing, Surveillance Technology.” 	Submit contribution to discussion thread by: Saturday 10/24/20 11:59 p.m.
	Week 11: 10/26/20 <i>Let’s Talk! Collaboration in Global Teams</i> Dr. Carolin Fleischmann	<ul style="list-style-type: none"> Read: Loten, A. (March 6, 2020). What Office Life Might Look Like in the Year 2030. <i>The Wall Street Journal</i>. 	Submit contribution to discussion thread by: Saturday 10/31/20 11:59 p.m.
	Week 12: 11/02/20 Stacy Brown-Philpot Former CEO, TaskRabbit	<ul style="list-style-type: none"> Read: Conger, K. & Griffith, E. (May 7, 2020). The Results Are in for the Sharing Economy. They Are Ugly. <i>The New York times</i>. Read: Puko, T. (June 30, 2020). In Los Angeles, an Economy Built on Freelancers Crumbles. <i>The Wall Street Journal</i>. 	Submit contribution to discussion thread by: Saturday 11/07/20 11:59 p.m.
	Week 13: 11/09/20 <i>Not Your Father’s Network: New Routes to Interpersonal Influence</i> Dr. Nathanael Fast	<ul style="list-style-type: none"> Read: Roose, K. (July 16, 2019). Don’t Scoff at Influencers. They’re Taking Over the World. <i>New York Times</i>. 	Submit contribution to discussion thread by: Saturday 11/14/20 11:59 p.m.
What’s Next?	Final Presentations (select student teams)	Date/time TBD (pending university schedule release)	

Please note: The date/time of the Final Presentation Session is determined by the University. For the date and time of the final for this class, consult the USC *Schedule of Classes* at www.usc.edu/soc. Select the corresponding semester to view and click on the “Final Examinations Schedule” link on the left side of the screen.