
MGMT 182: LEADERSHIP PRINCIPLES AND PRACTICES

The UCLA Anderson School of Management

Mondays & Wednesdays, class times and classroom as specified

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Office hours welcome, by appointment

Course Description

Management is both a skill and an art. Organizations are complex systems--varying in size, industry constraints, structure, and other factors--and therefore so are the challenges that leaders face. This course will provide you with tools to diagnose and solve organizational challenges and to influence the actions of individuals, groups, and organizations for better outcomes.

Specifically, this course is designed to provide a practical guide to managing behavior--your own, and that of your co workers--in organizations. We draw on social science findings to identify the key human tendencies that can pose obstacles to achieving performance excellence and career advancement even for the most talented and technically competent individuals, and strategies to succeed.

We focus on proven methods for motivating, and inspiring best performance, persuading and influencing others; leading high-performance teams; creativity and innovation; decision-making, and negotiating skills, both 1-1 and in groups. We use organizational examples, simulations, and in-class exercises.

Course Materials

Required Text: *Real Influence: Persuade without Pushing and Gain without Giving In*, by Mark Goulston and John Ullmen (New York: Amacom).

Many other handouts and readings will be distributed in class to students. To eliminate any additional costs to students, all additional readings, videos, handouts, etc., will be provided free of charge to officially enrolled students.

For some preview/sample videos of the types of topics we will cover in class, see links below.

PLEASE NOTE: Students often also take my other course Mgmt 180 Interpersonal Communication for Leaders. In case you are interested in both, I have designed them to be entirely different, with different assignments, activities, materials, readings, etc.

Course Grading

Your grade for the course will be based on these elements:

Your grade on Quizzes	25%
Your participation grade on "Class Activities & Discussion"	25%
Your grade on "Self-Assessment and Feedback"	25%
Your grade on "Final Exam"	25%

Quizzes. There will be occasional short quizzes addressing concepts, theories, and facts from the class readings, lectures, and discussions.

Class Activities & Discussion. There will be a number of activities, simulations and exercises in class to reinforce the learning material and enable you to apply course tools and concepts in your career. You are expected to fully participate in these activities, for your own benefit and also for the learning benefit to others in the class.

Every session of the course involves interaction in the form of class activities, exercises, simulations and discussion, which is an important part of the learning process. To attain a rich and flexible understanding of the concepts, you need to become actively engaged with the material by reading the material and preparing before class—in other words, be actively involved in the learning process. You will be able to try out your ideas and insights in class discussions and exercises.

Self-Assessment and Feedback. There will be brief assignments during the course to reflect on your own skills and learning, and to give feedback to others.

Final Exam. Occurs in the final week of class to assess your mastery of material from the entire course.

Class Attendance

If you miss a class, you are responsible for letting your instructor know ahead of time. Please know that due to the nature of the topics we cover, and the learning methods that include interpersonal and group interaction, simulations, etc., absences can have a negative impact on your grade. If you miss a class session, be sure to obtain class announcements, information, handouts, and materials from your classmates.

Computer Use, Phones, Tablets, etc.

Laptops should be closed and mobile phones and any internet devices should be not used during class unless the instructor directs you to use them.

COURSE OUTLINE OF SESSIONS

WEEK #1 HOW TO INSPIRE AND MOTIVATE OTHERS; LEADING VS MANAGING OTHERS

WEEK #2 HOW TO LEAD TEAMS – DESIGN, PROCESS AND OUTCOMES

WEEK #3 HOW TO LEAD CREATIVITY AND INNOVATION

WEEK #4 HOW TO NEGOTIATE – FOR YOURSELF, YOUR TEAM, AND OTHERS

WEEK #5 INFLUENCING & PERSUADING OTHERS, EVEN UNDER PRESSURE

WEEK #6 COURSE INTEGRATION: HOW TO CONTINUE TO STRENGTHEN YOUR RESULTS, RELATIONSHIPS AND REPUTATION GOING FORWARD. HOW TO ADVANCE YOUR CAREER AS A LEADER

ABOUT YOUR PROFESSOR

John Ullmen, PhD is an internationally acclaimed executive coach and on faculty for many years at the UCLA Anderson School of Management.

He received the *Teaching Excellence Award* multiple times from the Executive MBAs, which recognizes “the faculty member who has had the most positive impact on you, contributing to your knowledge, business acumen and world view.”

Over the past two decades, Dr. Ullmen has coached senior leaders and CEOs spanning a wide range of Fortune 500 firms and industry leaders in technology, entertainment, consumer products, healthcare, biotech, finance, banking, real estate, professional services, media, defense and government agencies.

A sampling of clients include Apple, Amgen, ADP, Cisco, Disney, Johnson & Johnson, Activision, Bank of America, Kaiser-Permanente, Providence Health & Services, ADP, St. Jude Children’s Research Hospital, Frito-Lay, Northrop Grumman, Genentech, Nvidia, Nike, Yamaha, Raytheon, Bain & Company, Deloitte, Merrill Lynch, Citibank, Abbott, Swissport, NASA, and many others.

His book *Real Influence: Persuade Without Pushing and Gain Without Giving In*, coauthored with Mark Goulston, MD, is in print around the world in many languages and was selected as one of the “Top 30 Books in Business” of the year by the leading business executive summary firm.

His video programs on LinkedIn Learning have hit #1 out of many thousands of other programs, and been selected for featured lists: *Leadership Presence in Action*, *Executive Influence*, *Developing Executive Presence*; *Executive Leadership Fundamentals*; *Influencing Others*; *Creating Personal Connections*; *Mindfulness*; *Communication Foundations*; *Executive Coaching*; *Working with an Executive Coach*; *Connecting with Executives*.

Dr. Ullmen began his career as a U.S. Air Force Officer and lead systems engineer in a Joint Chiefs of Staff top-secret intelligence program.

He holds a B.S. from the U.S. Air Force Academy, a Master of Public Policy from Harvard University, and a Ph.D. in Organizational Behavior from UCLA. He lives in Woodland Hills, CA.

Sample video programs by Dr. Ullmen:

Please note that you can have full access at no cost, to all of these programs in their entirety, as officially enrolled students in the course. You will receive access instructions in class.

Leadership Presence in Action

<https://www.linkedin.com/learning/leadership-presence-in-action>

Executive Influence

<https://www.linkedin.com/learning/executive-influence/>

Executive Leadership

<https://www.linkedin.com/learning/executive-leadership>

Developing Executive Presence

<https://www.linkedin.com/learning/developing-executive-presence>

Influencing Others

<https://www.linkedin.com/learning/influencing-others>

Creating Personal Connections

<https://www.linkedin.com/learning/creating-personal-connections>

Executive Coaching

<https://www.linkedin.com/learning/executive-coaching>

Working with an Executive Coach

<https://www.linkedin.com/learning/working-with-an-executive-coach>

Connecting with Executives

<https://www.linkedin.com/learning/connecting-with-executives-2>

Mindfulness

<https://www.linkedin.com/learning/mindfulness>

Communication Foundations

<https://www.linkedin.com/learning/communication-foundations-2013>