

COURSE INFORMATION

Course title:	Professional Residency I: Leadership & Competitive Strategy		
Course code:	BA 501	Credits:	5
Session, term, period:	2022 W2	Class location:	RHL Alumni Center - Jack Poole Hall (Days 1-7) & Henry Angus Building (Day 8)
Section(s):	300	Class times:	8:00am – 5:00pm*
Course duration:	January 7-14, 2023	Pre-requisites:	n/a
Division:	n/a	Co-requisites:	n/a
Program:	Professional MBA		

*exact times may vary day to day

INSTRUCTOR INFORMATION

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COURSE DESCRIPTION

Professional residency courses are intensive, integrated 5-credit courses delivered over 8 days. The purpose of these courses is to integrate key learnings in multiple business topics, along with communication skills and professional development activities that support this learning. This course will provide a graduate-level foundation in competitive strategy and leadership, and will enable students to understand the connections between these two essential business topics, and apply their learning immediately to their professional practice. Additionally, the course will enhance students' self-awareness, career management and networking skills.

LEARNING OBJECTIVES

Professional Residency: Leadership & Competitive Strategy will provide a graduate-level foundation in these two essential business topics and will enable students to understand the connections between them. Students will enhance their communication skills and achieve specific professional development goals.

Students will:

- Draw upon their own experiences to (a) identify their own leadership values and build a leadership vision for themselves, and (b) build a specific knowledge base and the associated skills to help them develop as leaders.
- Learn how to speak as a leader and effectively engage in difficult conversations.
- Learn how to apply traditional and emerging frameworks of competitive strategy and develop a foundation for thinking about how a firm can achieve its fundamental organizational objectives.
- Become better—meaning more systematic, logical, and innovative—thinkers about business strategy.
- Increase their self-awareness and skills in career planning through emotional intelligence and other factors that impact career growth.
- Understand the importance of building and nurturing professional networks.

After completing the Professional Residency: Leadership & Competitive Strategy students will be able to:

1. View their leadership challenges from multiple perspectives, contributing to more fully developed and integrative leadership solutions.

2. Articulate their own personal vision and leadership plan, and understand how their vision relates to effective leadership.
3. Employ the levers of influence to have greater impact in organizations.
4. Understand and apply the key factors in what motivates others and effectively engage in difficult conversations.
5. Inspire others with their messages.
6. Identify the critical details of a specific business opportunity or challenge and understand their strategic significance and implications.
7. Apply the intellectual tools and conceptual frameworks of traditional and emerging business strategy to real-world business opportunities and challenges.
8. Develop competitive business strategy and use leadership principles to operationalize strategy.
9. Identify and communicate their personal strengths and utilize them strategically while putting together an individualized career plan.
10. Build and nurture a strong and diverse professional network and understand its importance to their career progression.
11. Put together an effective online profile based on relevant keywords and quantifiable accomplishment statements.
12. Recognize necessary traits, traps and growth tactics in order to enhance their careers prospects.

ASSESSMENTS

Summary

<u>Component</u>	<u>Weight</u>
Assignments (4 @ 10% each)	40%
Final Presentation	50%
Class Participation	10%
Total	<u>100%</u>

Details of Assessments

Please see the assignments section on Canvas for further instructions on all assessments. Note that the first three items must be completed **before** Residency begins.

1. **Respected Leader Assignment (10%)** – individual assignment
Students will (a) interview one respected leader outside of the Sauder School of Business and (b) write up a summary and reflection to be submitted on Canvas. Point form is fine.
Due via Canvas upload by 11:59pm, Friday, Jan 6, 2023 (pre-work)
2. **CliftonStrengths Assessment (0%)** – individual assignment
Each student will be given a complementary Clifton Strengths online assessment code prior to the program. Students are asked to bring their individual results to use at activities on Days 2 and 7.
Due on Friday, Jan 6, 2023 *(pre-work)* – no need to submit)
3. **Personal Journey Map (0%)** – individual assignment

Students are asked to submit a personal journey map as per instructions on Canvas site and comment on at least 3 of their classmates' submissions.

Due via Canvas upload by 11:59pm, Friday, Jan 6, 2023 (pre-work)

4. **Updated LinkedIn Profile (0%)** – individual assignment
Each student will update their LinkedIn Profile *prior to the residency week* to use at activities on Day 2 of the residency. The updated profile should include “About” -section and an updated “Experience” section.
Due on Friday, Jan 6, 2023 (pre-work – no need to submit)
5. **Team Charter Assignment (0%)** – team assignment
Based on Day 1’s class session/activity. One member of each team should upload their Team's Charter on behalf of each team.
Due via Canvas upload by 12:00pm, Monday, Jan 9, 2023
6. **Value Creation and Capture Assignment (10%)** – team assignment
Instructions will be provided in class; assignment will be done in teams.
Due via Canvas upload by 6:30pm, Wednesday, Jan 11, 2023
7. **Final Presentation (50% = 20% Presentation Materials + 30% Presentation)** – team assignment
Teams will work with one of two local organizations on a strategy and leadership challenge. Teams will be evaluated on their demonstration of skills/knowledge presented in the course, and ability to develop practical, relevant recommendations. Each team will submit Presentation Materials and give a live Presentation on the final day.
One team member to submit materials via Canvas upload by 1:00pm, Saturday, Jan 14, 2023
8. **Reflection Paper Assignment (10%)** – individual assignment
Students will prepare a one-page summary of how they plan to apply the course learning in their own organizations. Point form is fine.
Due via Canvas upload by 11:59pm, Monday, Jan 16, 2023
9. **Participation (10%)**
Class participation is central to this course. Full attendance is expected, but attendance does not equal participation. Students are expected to come to each session well-prepared, and to engage with the instructor and their classmates in active and thoughtful discussion.
10. **Personal Leadership Logo and Challenge Assignment (10%)** – individual assignment
Students will (a) submit their personal leadership logo, and (b) actionable strategy to address a current leadership challenge.
Due via Canvas upload by 11:59pm, Sunday, Jan 22, 2023

LEARNING MATERIALS

A summary about how to access course readings can be found on the [Canvas site here](#). Students must pay a Materials Fee covering copyright costs via this link: <https://webforms.sauder.ubc.ca/students/pay-fees?fee=&course=ba+501&instructor=&term=49>. *A student’s final course grade will not be released until fee is paid.*

IMPORTANT: All course materials are for your personal use only and are not to be shared or distributed in any form.

COURSE-SPECIFIC POLICIES AND RESOURCES

Missed or late assignments, and regrading of assessments

Late submissions will not be accepted and will receive a grade of zero.

Academic Concessions

If extenuating circumstances arise, please contact the RHL Graduate School program office as early as reasonably possible, and submit an [Academic Concession Request & Declaration Form](#). If an academic concession is granted during the course, the student will be provided options by RHL, or by the instructor in consultation with RHL, per [UBC's policy on Academic Concession](#).

POLICIES APPLICABLE TO COURSES IN THE ROBERT H. LEE GRADUATE SCHOOL

Attendance

Excepting extenuating circumstances, students are expected to attend 100% of their scheduled class hours. Absent students limit their own academic potential, and that of their classmates, and cause unnecessary disruption to the learning environment. Students missing more than 20% of the total scheduled class hours for a course (including classes held during the add/drop period) without having received an academic concession will be withdrawn from that course. Withdrawals, depending on timing, could result in a "W" or an "F" standing on the transcript.

COVID-19 Policies for Attendance & Academic Concessions:

If a student feels unwell, they should stay home and send a courtesy email to each impacted instructor and cc their program manager. The student should also submit an [Academic Concession Request & Declaration Form](#).

If a student suspects possible COVID-19 infection, they should use the BC Ministry of Health's [self-assessment tool](#), to help determine whether further assessment or testing for COVID-19 is recommended

Punctuality

Students are expected to arrive for classes and activities on time and fully prepared to engage. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving later than halfway through a scheduled class will be treated as absent for that class.

Electronic Devices

Devices such as laptops, tablets, and cell phones are not permitted to be used in class unless directed by the instructor for in-class activities. Students who do not follow the School's policy in this regard may be required to leave the room for the remainder of the class, so that they do not distract others. Research shows that students' use of laptops in class has negative implications for the learning environment, including reducing their own grades and the grades of those sitting around them.

Citation Style

Please use the American Psychological Association (APA) reference style to cite your sources.

Details of the above policies and other RHL Policies are available at:
<http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,506,1625>

UNIVERSITY POLICIES AND RESOURCES

UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available on the UBC Senate website at <https://senate.ubc.ca/policies-resources-support-student-success>.

Respect for Equity, Diversity, and Inclusion

The UBC Sauder School of Business strives to promote an intellectual community that is enhanced by diversity along various dimensions including status as a First Nation, Metis, Inuit, or Indigenous person, race, ethnicity, gender identity, sexual orientation, religion, political beliefs, social class, and/or disability. It is critical that students from diverse backgrounds and perspectives be valued in and well-served by their courses. Furthermore, the diversity that students bring to the classroom should be viewed as a resource, benefit, and source of strength for your learning experience. It is expected that all students and members of our community conduct themselves with empathy and respect for others.

Academic Integrity

The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic integrity (i.e., misconduct) lead to the breakdown of the academic enterprise, and therefore serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating may result in a mark of zero on the assignment or exam and more serious consequences may apply if the matter is referred to the President's Advisory Committee on Student Discipline. Careful records are kept in order to monitor and prevent recurrences.

COPYRIGHT

All materials of this course (course handouts, lecture slides, assessments, course readings, etc.) are the intellectual property of the instructor or licensed to be used in this course by the copyright owner. Redistribution of these materials by any means without permission of the copyright holder(s) constitutes a breach of copyright and may lead to academic discipline and could be subject to legal action. Any lecture recordings are for the sole use of the instructor and students enrolled in the class. In no case may the lecture recording or part of the recording be used by students for any other purpose, either personal or commercial. Further, audio or video recording of classes are not permitted without the prior consent of the instructor. Students may not share class Zoom links or invite others who are not registered to view sessions.

ACKNOWLEDGEMENT

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the x^wməθk^wəyəm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

COURSE SCHEDULE

(Subject to change with class consultation)

Class	Date	Topic	Readings to Prepare	Assessments (Assigned & Due Date)
Day 1	Saturday Jan 7, 2023	RHL-PMBA Orientation Building High Performance Teams (Jon Evans)		Respected Leader Pre-Work Assignment (submit on Canvas by 11:59pm Fri, Jan 6) Team Charter Assignment (not assessed; 1 person per team to submit on Canvas by 12:00pm Mon, Jan 9)
		Case Methodology and Business Research (Darren Dahl)	Required Reading Case: Southwest Airlines	
Day 2	Sunday Jan 8, 2023	Personal Branding and LinkedIn Presence (Wendy Mann)		Have your Updated LinkedIn Profile ready to work with Have your CliftonStrengths Assessment results ready to work with
Day 3	Monday Jan 9, 2023	What is Strategy? (Rob Prowse)	Required Reading "What is Strategy?" (Porter, 1996)	
		The Strategic Environment (Rob Prowse)		
		Leadership Development (Jon Evans)	Required Reading "Discovering your Authentic Leadership" (George, Sims, McLean, & Mayer, 2007) "How Will You Measure Your Life" (Christensen, 2010)	Personal Leadership Logo and Challenge Assignment (submit on Canvas by 11:59pm Sun, Jan 22)
		Leadership Values and Vision (Jon Evans)	Required Reading "From Purpose to Impact" (Craig & Snook, 2014)	
Day 4	Tuesday Jan 10, 2023	Value Creation and Capture (Rob Prowse)	Required Reading Case: Performance Indicator	Value Creation and Capture Assignment (submit on Canvas by 6:30pm Wed, Jan 11)

Day 5	Wednesday Jan 11, 2023	Intro to BCC & Coaching EQ at Work (Martina Valkovicova, Wendy Mann)		
		Leadership as Influence (Jon Evans)	Required Reading "Harnessing the Power of Persuasion" (Cialdini, 2001) Case: "Network Provisioning"	
		Competitive Advantage and Competition (Rob Prowse)	Required Readings Case: "The Rise and Fall of Blackberry" "Creating Shared Value" (Porter, 2011)	
Day 6	Thursday Jan 12, 2023	Motivation and Charisma (Jon Evans)	Required Readings "Learning Charisma" (Antonakis, Fenley, & Liechti, 2012)	
		Strategy, Creativity, Contemporary Models (Rob Prowse)	Required Reading "Strategy Needs Creativity" (Brandenburger, 2019)	
Day 7	Friday Jan 13, 2023	Building Your Support Network (Ryan Taylor, Wendy Mann)	Strengths Finder – Activity	Have your CliftonStrengths Assessment results on hand to refer to
		Empowering Others (Jon Evans)	Required Reading Case: "Bedlam at Breakthrough Industries" "Leadership Challenge" Chapters 10 and 11 (Kouzes & Posner, 2017)	
Day 8	Saturday Jan 14, 2023	Presentation Practice Rounds (morning) & Final Presentations (afternoon)		Final Presentation Assignment (submit on Canvas by 1:00pm Sat, Jan 14) Reflection Paper Assignment (submit on Canvas by 11:59pm Mon, Jan 16)