Berkeley Sutardja Center for Entrepreneurship & Technology
COLLEGE OF ENGINEERING

**Course Number:** INDENG 171
**Course Title**: Technology Firm Leadership
**Units**: 3
**Semester**: Spring 2022
**Instructor**: Carrie Requist crequist@berkeley.edu
**Course Coordinator**: TBD
**Meeting Day/Time**: Thursday 2-5pm
**Meeting Location**: SCET Center, 122 Cal Memorial Stadium
**Office Hours**: Thursday 11am-12pm at SCET Center, and by appointment
**Course Website**: https://scet.berkeley.edu/students/courses/tech-firm-leadership/ and bCourses

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**Course Prerequisites:**
Upper division standing

**Course Description:**
This course explores key leadership concepts relevant to the high-technology world in firms of all sizes from startups to large corporates. Topics include leadership traits and characteristics, leading through change/uncertainty/chaos, creating and leading teams, effective communication, leading remote/distributed workforce, promoting innovation, and leadership tools and techniques. Throughout this course, you will learn who you are and how you can grow as a leader. This course prepares technical and business minded students to be leaders at any level of a technology organization. Instruction in this class takes many forms including individual learning through assigned reading, videos, case studies and self-assessments; and in-class learning with lectures, discussions, immersive activities and dynamic guest lecturers. Students are immersed in entrepreneurial leadership concepts, principles, mindsets, behaviors, and philosophies necessary to thrive in technology firms today. The course focuses on building skills such as leading effective teams, leading product decisions, leading in uncertainty, and effective communication. We will explore leadership at all levels from individual contributor to founder and CEO, and students will examine techniques required for success in various entities. Students will get a sense of how leadership impacts an organization, and how they can lead, grow, and improve to ensure their organizations are effectively led. The goal is to arm students with specific knowledge for them to be effective leaders now and into the future. This is accomplished through experiential activities, group discussions, and individual and group assessments. Class attendance is necessary and required.

**Course Objectives:**
- Understand who you are as a leader, what you want to work on in yourself in leadership, and who would be good mentors for you.
- Recognize the many levels of leadership, that leaders are not only CEOs, and that anyone can exhibit (or shy away from) leadership.
- Communicate effectively as a leader in many different formats (documents, emails, presentations, messaging) both internal and external to the organization.
- Recognize some of the unique challenges of technology leadership.
- Compare and contrast differences in leadership challenges in startups, small businesses, growth businesses and corporate environment.
- Experience and practice leadership in many different circumstances (under stress, in uncertainty, in diverse groups, etc.).

**Textbook/Resources:**
There is no textbook for this class.
You will be expected to purchase the following business books (book list may expand):

- *Unleashed: The Unapologetic Leader's Guide to Empowering Everyone Around You* by Francis Frei and Anne Morriss
- *Scaling Teams: Strategies for Building Successful Teams and Organizations* by Alexander Grosse and David Loftessness

There will be a HBS Coursepack to purchase with case studies, articles and simulations.
Readings and videos will be provided in bCourses.

**Class Structure:**
The class has the following weekly structure:

- *Prework* (readings/videos/simulations/cases) -Tuesday through Thursday, be prepared to discuss the readings/videos/cases in class.
- *Class Work* – Thursdays 2pm – 5pm:

Class work will vary with each class and may consist of

  - *Short Lecture* – To review key material from the pre-work
  - *Leadership activities* – Immersive small group activities
  - *Discussion* – Small group or whole class discussion on prework and significant topics
  - *Guest Speakers* – From industry and academia who provide real world experience

- *Assignments* – Due Monday evening by midnight (there may not be an assignment due each week). All assignments will be submitted digitally on bCourses. Deadlines will be outlined in the appropriate module and assignment sections on bCourses.

**Course Communication:**
Announcements will be made in class, on bCourses and through email.

**Office Hours:**
The instructor is available to discuss any course-related or professional/career topic. She will be in the SCET office every Thursday from 11am-12pm. She is also available for video-based meetings by appointment. Please email her to set up an appointment.

**Attendance/Participation Policy:**
This course is designed around discussions, immersive experiences, teamwork and participation. Mandatory class attendance is to your benefit. You must communicate with the course coordinator if you are going to miss any classes. Unexcused absences will affect your grade. If you cannot attend all class sessions, do not enroll in this class. Students who do not attend the first session will be dropped and replaced with students from the waitlist.

**Assignments:**

Individual Assignments: 55% of total grade

Individual assignments include leadership communication assignments, prework questions, self-assessments, midterm video assignment, and final reflection.

Team Assignment: 25% of total grade

About halfway through the class you will be put into teams to evaluate a leadership challenge at a company and write a case study about it. This is an in-depth analysis.

Class Attendance and Engagement: 20% of total grade

Your class attendance and engagement grade is based on the quality of contribution you make each class including: demonstrating that you have done the prework, active discussion, asking thoughtful questions and providing insightful feedback, and overall engagement. You will receive a zero for any week you are absent without prior permission or explained emergency.

**Grading:**

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| **A+** | 100% | 4.0 |
| **A** | 93-99% | 4.0 |
| **A-** | 90-92% | 3.7 |
| **B+** | 87-89% | 3.3 |
| **B** | 83-86% | 3.0 |
| **B-** | 80-82% | 2.7 |
| **C+** | 77-79% | 2.3 |
| **C** | 73-76% | 2.0 |
| **C-** | 70-72% | 1.7 |
| **D+** | 67-69% | 1.6 |
| **D** | 65-66% | 1.0 |
| **F** | 0-64% | 0.0 |

**Late Assignment Policy:**

Late submissions will be marked down and may not be accepted.

**Instructor:**

Carrie Requist is an entrepreneur who has worked at both startups and large corporates, and an educator at UC Berkeley and Penn State University. Carrie was co-founder and CEO of U Grok It – Smartphone RFID, which was acquired in April '17 after raising two funding rounds. She is co-creator of a US patent in RFID technology, and is passionate about educating and supporting entrepreneurs. Carrie is the mother of three adult children and one fluffy dog, and an optimist who spends her free time kayaking and skiing. She received her MBA from the Penn State University in 2011 and her BA from the University of California, Berkeley in 1987. https://www.linkedin.com/in/carrierequist/

**Weekly Schedule (tentative):**
This is an outline of the expected dates and course material, which is subject to change.

| Dates | Module and Topics |
|---|---|
| Jan 18-24<br>Class -Jan 20 | **M1–What is Leadership?**<br>-Intro to INDENG 171.<br>-Growth Mindset.<br>-Leadership Theories, Styles, Traits.<br>-Difference between leadership and management.<br>-Can you learn to be a leader? |
| Jan 25-31<br>Class - Jan 27 | **M2–When to Lead?**<br>-When are you called to lead?<br>-Leading when you are not "in charge."<br>-Leading by moving towards. |
| Feb 1-7<br>Class - Feb 3 | **M3–Effective Communication. Tools & Techniques**<br>-When to communicate? Who to communicate to? What methods to use?<br>-Tools available for organization/communication, and how to use them for leadership. |
| Feb 8-14<br>Class – Feb 10 | **M4–Motivating People**<br>-External vs intrinsic rewards.<br>-Fostering intrinsic motivation. |
| Feb 15-21<br>Class - Feb 17 | **M5–Leading through change, uncertainty, chaos and under pressure**<br>-How leadership changes in difficult times (both expectations and execution)<br>-How to approach big and little changes (global pandemic, a key employee leaving) |
| Feb 22-28<br>Class - Feb 24 | **M6–Amazon Leadership Principles**<br>-What are the 14+2 Amazon leadership principles?<br>-What effect does Amazon's leadership principles have on other tech companies?<br>-How does Amazon use the leadership principals in practice and in interviews?<br>-Should your tech company have leadership principles? |
| Mar 1-7<br>Class - Mar 3 | **M7–Teams**<br>-The stages of team development - storming, forming, norming and performing.<br>-What does it take to lead teams of people?<br>-How to lead teams who are similar to you? How to lead teams who are not? |
| Mar 8-14<br>Class - Mar 10 | **M8–The Economic Advantages of Diversity**<br>-Why diversity is an economic advantage.<br>-How to support and engender diversity and inclusion in the workplace.<br>-What does it mean that you can't hear the voices that aren't in the room? |
| Mar 15-21<br>Class - Mar 17 | **M9–Decision Making and Risk**<br>-Approaches to decision making in fast-moving, high-risk environments.<br>-What does it mean that no decision is a decision?<br>-Acknowledging risk, managing risk, dealing with fear. |
| **Spring Break Mar 20-27** | |
| Mar 29-Apr 4<br>Class - Mar 31 | **M10–Building Trust & Empowering Your Team**<br>-Is trust necessary for leadership?<br>-What does it mean to empower people and to lead even when you are absent? |
| Apr 5-11<br>Class - Apr 7 | **M11–Leading Remote/ Distributed/ Hybrid Teams**<br>-Advantages and disadvantages of distributed workforce.<br>-How leadership is different when everyone is not in-house?<br>-Strategies that have worked and ones that have not. |

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| Apr 12-18<br>Class - Apr 14 | **M12–Who am I as a Leader? Who do I want to be?**<br>-Leadership types revisited. What have you learned about yourself as a leader?<br>-What is imposter syndrome and how do you lead through it? |
| Apr 19 – 25<br>Class - Apr 21 | **M13–Leading to Promote Innovation**<br>-How do you lead to promote innovation and non-frivolous risk taking?<br>-Rewards for wins are easy, but what do you do as a leader when there is failure? |
| Apr 26 – 29<br>Class - Apr 28 | **M14–Wrap Up** |

**Course Evaluations**

At the end of the term, students will be asked to fill out an evaluation to give feedback about the course. SCET values and appreciates student responses, which are used to better understand and improve our courses. Students are strongly encouraged to submit the evaluation.

**Student Code of Conduct & Academic Integrity**

**Berkeley honor code**: Everyone in this class is expected to adhere to this code: "As a member of the UC Berkeley community, I act with honesty, integrity, and respect for others."
**Student Conduct:** Ethical conduct is of utmost importance in your education and career. The instructors, the College of Engineering, and U.C. Berkeley are responsible for supporting you by enforcing all students' compliance with the Code of Student Conduct and the policies listed in the CoE Student Guide. The Center for Student Conduct is set up to support you when you have been affected by actions that may violate these community rules. This includes an organized and transparent process, student participation in the process, mechanisms for appeals, and other mechanisms to protect fairness (https://sa.berkeley.edu/conduct).

Academic Integrity: Any assignment submitted by you and that bears your name is presumed to be your own original work that has not previously been submitted for credit in another course unless you obtain prior written approval to do so from your instructor. In all of your assignments, you may use words or ideas written by other individuals, but only with proper attribution. To copy text or ideas from another source without appropriate reference is plagiarism and will result in a failing grade for your assignment and usually further disciplinary action. For additional information on plagiarism, self-plagiarism, and how to avoid it, see the Berkeley Library website.

If you are not clear about the expectations for completing an assignment or taking a test or examination, be sure to seek clarification from your instructor beforehand. Anyone caught committing academic misconduct will be reported to the University Office of Student Conduct. Potential consequences of cheating and academic dishonesty may include a formal discipline file, probation, dismissal from the University, or other disciplinary actions.

**Inclusion**: We are committed to creating a learning environment welcoming of all students. To do so, we intend to support a diversity of perspectives and experiences and respect each others' identities and backgrounds (including race/ethnicity, nationality, gender identity, socioeconomic class, sexual orientation, language, religion, ability, etc.). To help accomplish this:

- If you feel like your performance in the class is being impacted by a lack of inclusion, please contact the instructors, your ESS advisor, or the departmental Faculty Equity Advisor (list and information at: https://diversity.berkeley.edu/faculty-equity-advisors). An anonymous feedback form is also available at https://engineering.berkeley.edu/about/equity-and-inclusion/feedback/.
- If you have a name and/or set of pronouns that differ from your legal name, designate a preferred name for use in the classroom at: https://registrar.berkeley.edu/academic-records/your-name-records-rosters.
- If you feel like your performance in the class is being impacted by your experiences outside of class (e.g., family matters, current events), please don't hesitate to come and talk with the instructor(s). We want to be resources for you.
- We are all in the process of learning how to respect and include diverse perspectives and identities. Please take care of yourself and those around you as we work through the challenging but important learning process.
- As a participant in this class, recognize that you can be proactive about making other students feel included and respected.

**Student Accommodations**

We honor and respect the different learning needs of our students, and are committed to ensuring you have the resources you need to succeed in our class. If you need accommodations for any reason (e.g. religious observance, health concerns, insufficient resources, etc.) please discuss with your instructor or academic advisor how to best support you. We will respect your privacy under state and Federal laws, and you will not be asked to share more than you are comfortable sharing. The disabled student program is a related resource, listed below. UC Berkeley is committed to creating a learning environment that meets the needs of its diverse student body. If you anticipate or experience any barriers to learning in this course, please feel welcome to discuss your concerns with me.

If you have a disability, or think you may have a disability, you can work with the Disabled Students' Program (DSP) to request an official accommodation. The Disabled Students' Program (DSP) is the campus office responsible for authorizing disability-related academic accommodations, in cooperation with the students themselves and their instructors. You can find more information about DSP, including contact information and the application process here: dsp.berkeley.edu. If you have already been approved for accommodations through DSP, please meet with me so we can develop an implementation plan together.

*Students who need academic accommodations or have questions about their accommodations should contact DSP, located at 260 César Chávez Student Center. Students may call 642-0518 (voice), 642-6376 (TTY), or e-mail dsp@berkeley.edu.*

**Prevention of Harassment and Discrimination**

The University is committed to creating and maintaining a community dedicated to the advancement, application and transmission of knowledge and creative endeavors through academic excellence, where all individuals who participate in University programs and activities can work and learn together in an atmosphere free of discrimination, harassment, exploitation, or intimidation. For more information on related policies, resources and how to report an incident, see the Office for the Prevention of Harassment and Discrimination (OPHD) website.

**Safety and Emergency Preparedness/Evacuation Procedures**
As class activities may keep you on campus at night, check out the Cal's Night Safety Services website for details on the University's comprehensive free night safety services. See the Office of Emergency Management website for details on Emergency Preparedness/Evacuation Procedures. The UC Berkeley Police Department website also has information regarding safety on campus. Dial 510-642-3333 or use a Blue Light emergency phone if you need help.

**Grievances**
If you have a problem with this class, you should seek to resolve the grievance concerning a grade or academic practice by speaking first with the instructor. Then, if necessary, take your case to the SCET Chief Learning Officer, SCET Faculty Director, IEOR Department Chair, and to the College of Engineering Dean, in that order. Additional resources can be found on the Student Advocate's Office website and the Ombuds Office for Students website.

**SCET Certificate in Entrepreneurship & Technology**
This class can be used towards requirements to earn the SCET Certificate in Entrepreneurship & Technology. For details on the certificate requirements and other opportunities to engage with the Center, see the SCET website.

**Additional Resources**
See the Student Affairs website for more information on campus and community resources.

**Center for Access to Engineering Excellence (CAEE)**
The Center for Access to Engineering Excellence (227 Bechtel Engineering Center; https://engineering.berkeley.edu/student-services/academic-support) is an inclusive center that offers study spaces, nutritious snacks, and tutoring in >50 courses for Berkeley engineers and other majors across campus. The Center also offers a wide range of professional development, leadership, and wellness programs, and loans iclickers, laptops, and professional attire for interviews.

**Counseling and Psychological Services**
University Health Services Counseling and Psychological Services staff are available to you at the Tang Center (http://uhs.berkeley.edu; 2222 Bancroft Way; 510-642-9494) and in the College of Engineering (https://engineering.berkeley.edu/students/advising-counseling/counseling/; 241 Bechtel Engineering Center), and provide confidential assistance to students managing problems that can emerge from illness such as financial, academic, legal, family concerns, and more. Long wait times at the Tang Center in the past led to a significant expansion to include a 24/7 counseling line at (855) 817-5667. This line will connect you with help in a very short time-frame. Short-term help is also available from the Alameda County Crisis hotline: 800-309-2131. If you or someone you know is experiencing an emergency that puts their health at risk, please call 911.

**The Care Line (PATH to Care Center)**
The Care Line (510-643-2005; https://care.berkeley.edu/care-line/) is a 24/7, confidential, free, campus-based resource for urgent support around sexual assault, sexual harassment, interpersonal violence, stalking, and invasion of sexual privacy. The Care Line will connect you with a confidential advocate for trauma-informed crisis support including time-sensitive information, securing urgent safety resources, and accompaniment to medical care or reporting.

**Ombudsperson for Students**
The Ombudsperson for Students (102 Sproul Hall; 642-5754; http://students.berkeley.edu/Ombuds) provides a confidential service for students involved in a University-related problem (academic or administrative), acting as a neutral complaint resolver and not as an advocate for any of the parties involved in a dispute. The Ombudsman can provide information on policies and procedures affecting students, facilitate students' contact with services able to assist in resolving the problem, and assist students in complaints concerning improper application of University policies or procedures. All matters referred to this office are held in strict confidence. The only exceptions, at the sole discretion of the Ombudsman, are cases where there appears to be imminent threat of serious harm.

**UC Berkeley Food Pantry**
The UC Berkeley Food Pantry (#68 Martin Luther King Student Union; https://pantry.berkeley.edu) aims to reduce food insecurity among students and staff at UC Berkeley, especially the lack of nutritious food. Students and staff can visit the pantry as many times as they need and take as much as they need while being mindful that it is a shared resource. The pantry operates on a self-assessed need basis; there are no eligibility requirements. The pantry is not for students and staff who need supplemental snacking food, but rather, core food support.

***Disclaimer: Syllabus/Schedule are subject to change.***