



[GTD] GETTING THINGS DONE

Introduction

Managers often neglect the role that social capital and politics play in organizations. Power is a formidable force for change in corporations and society. Thus, successful managers need the ability to correctly diagnose the political landscape of the organizations in which they work. This course examines the sources of power and positive influence a general manager can rely on, how to map and have an influence on various stakeholders, and how to leverage networks to change organizations and implement corporate strategies, including transformation processes that impact society at large. Being in Silicon Valley, we will contextualize class discussion to the way in which power and networks work in the Valley, and learn to apply it to the different contexts in which you work.

Objectives

Power is about “making things happen.” Too often carefully crafted strategies fail because of poor execution and a lack of understanding of the political and organizational dynamics of firms. Managers with good ideas are often ill-prepared to spread them within the company and naively assume that everyone should accept the superiority of their ideas. Learning how to map the stakeholder terrain is as critical as learning how to analyse the economics of the industry structure.

Thus, the ultimate goal of this class is to help you increase awareness about the difference between developing a strategy for a business and “making it happen,” leading change from inside an organization.

Methodology

We will use a variety of methods, from traditional case studies and lectures, to questionnaire exercises and computer simulations, complementing a conceptual understanding of the issues with its applicability to your specific situation.

The course presents frameworks and concepts through the discussion and analysis of concrete

business situations in recent cases, interactive lectures, experiential exercises, and a computer simulation. Required readings (Technical notes, HBR, etc.) are included in the course packet and detailed in the program below. The readings are front-loaded, so I encourage you “get things done” as much as possible before flying to the Bay Area.

Competences

Basic

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study

CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General

CG1 – To explain and discuss business situations in a rigorous, effective way using both formal and informal procedures, and providing relevant information to support their observations and conclusions.

CG2 – To resolve interpersonal conflicts quickly and profoundly without damaging the personal relationship, both inside the organization and in the immediate milieu of those involved (shareholders, customers, suppliers, etc.).

CG3 – To work on a team in multicultural business environments, inspiring trust in colleagues and partners, commitment to achieving the objectives, and delegating tasks and decisions.

CG4 – To understand and apply the mechanisms that generate an atmosphere of cooperation, communication, and trust among the members of a team or organization.

CG5 – To identify the catalysts of personal and organizational change to foster the entrepreneurial and innovative behavior that makes it possible to adapt to changing business environments.

CG6 – To prioritize objectives, schedule activities appropriately, and execute them within the proper timeframe.

CG9 – To interpret the global context in order to analyze and judge the threats and opportunities facing the organization.

CG10 – To acquire the vision of a global citizen when dealing with the multicultural aspects present in the international market.

CG11 – To formulate and evaluate business strategies in decision-making, anticipating the economic consequences of action plans.

CG14 – To analyze, debate, and apply ethical criteria in order to behave properly and honestly in any situation.

Specific

CE1–To apply a structured, rigorous analysis process of business situations that encompasses all the dimensions of the business (personnel, strategy, finance, etc.) and concludes with the preparation of a reasonable, feasible action plan.

CE2 – To write organized, concise, and clear executive reports for analysis and decision making in business situations.

CE7–To understand and apply conflict-resolution techniques and skills in multicultural organizational environments.

CE28 – To handle monitoring tools to help implement the company's strategy.

CE31 – To understand and evaluate the impact of the process of globalization on different sectors and businesses after examining its determining factors and historical evolution.

CE34 – To understand and evaluate cultures of innovation and entrepreneurship within one's own business (intrapreneurship).

Evaluation

Grading will be based on class participation, and on two deliverables (to be prepared during the distance learning module):

- Class Participation: 40%
 - Social Network Analysis – Individual (Consolidation Weeks): 60%
- Receiving feedback on your individual assignment from your module's team is highly advisable before turning the exercise in.