

**Max M. Fisher College of Business
The Ohio State University**

**BUSMHR 4235
Developing Leaders through Practical Exercises
Spring 2018
Schoennbaum Hall 300**

Instructor: Charles J. Buchanan

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Class Hours: M-W-F 9:10-10:05am

Office Hours: Wednesdays, 10:30 to 11:30am and by appointment

Course Purpose

The purpose of this course is to develop leadership skills. This is done by creating an environment where students are encouraged to learn and develop through failure, experimentation and broadening experiences. Students are challenged through hands on activities, vignettes, exercises and simulations. We will discuss personal values, emotional intelligence, and leadership styles and put them all into practice during practical exercises and activities. This course provides students with a safe environment where they can experiment with new leadership styles and techniques.

Course Description and Concept

Leadership ability is best built through experience. This course is designed to create experiences and help students from those opportunities. DLPE is a highly interactive course focused on practice and hands-on activities. The course includes a combination of group work, lectures, reading and practical exercises. Feedback is a gift and students will get practice giving and receiving feedback throughout the course. Leadership is a hands-on activity and so is this class. Students are expected to read prior to class and be prepared to discuss the reading in class. Students will be expected to share their own impression of the reading. This will lead to self-discovery and help students establish their personal leadership style.

DLPE provides the students with three key activities to promote leadership development:

- 1) *The Student Leadership Challenge* or *The Leadership Challenge*
- 2) Simulations (CAPSIM)
- 3) Practical Exercises

The Student Leadership Challenge is an excellent book that focuses on how to be an exemplary leader. The workbook helps the student apply what is read in the book. Simulations provide an environment that creates experiences that a student can learn from. Students use a CAPSIM simulation to run a business. While running the business students will be faced with leadership challenges that they will have to handle. Various practical exercises are conducted throughout the course. These exercises reinforce key points and allow students to have the opportunity to gain valuable experience in a safe learning environment.

Students are assigned to small groups to conduct exercises. This provides students with the opportunity to develop skills needed to be a good team member. Peer feedback helps improve self-awareness greatly benefiting students.

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Students will submit a weekly journal entry. This weekly reflection establishes good leadership habits and greatly improves self-awareness.

Course Objectives

This course is focused on developing students’ leadership through hands-on practice. More specifically, students will:

- 1) Improve self-awareness in their leadership strengths and weaknesses
- 2) Explore personal values and start developing one’s own personal values
- 3) Improve students’ leadership ability through repetitions
- 4) Improve self-development ability by learning from failure and broadening experiences
- 5) Develop habits of personal reflection and self-discovery
- 6) Have fun and engage in lively, active classes

Course Interaction

It is worth emphasizing again that DLPE is highly interactive. Students will work closely together as teams and as a class. Leadership is a hands-on-activity, please be prepared to participate and make the most of this opportunity. Students are expected to contribute to class discussion and put forth effort in every practical exercise. Failure is highly encouraged. Students will be evaluated on their willingness to challenge themselves and lean into discomfort. This mentality accelerates leadership development.

Classroom Environment and Policies

The classroom environment is focused on collaboration and shared learning. Students are encouraged to actively participate in class discussions and activities. A significant amount of time will be spent on group discussions. These discussions are only beneficial if you participate in them. The classroom is a safe environment and students should refrain from judging other students. The individual differences that we all have create diversity of thought. The classroom needs to remain a safe place that allows students to find their voice and explore their thoughts. And once again, failure is **HIGHLY ENCOURAGED!**

Tardiness and Absence from Class: Be professional, arrive on time, and be prepared to participate in class. Class is scheduled from 9:10 to 10:05am. That means that you are in your seat ready to begin at 9:10 and remain in your seat, engaged in class until 10:05. Please notify the instructor if you are going to miss class. All assignments are docked points for late submissions.

Mobile Devices: As a courtesy to instructors, fellow students, and guest speakers, mobile devices are not to be used during class discussions. Mobile devices are required for use during simulations.

Course Materials

<p><u>Required</u> Every Student is required to purchase the simulation package from CAPSIM</p>	<p>- CAPSIM Business Simulator Student Account (Approximately \$53.99) – Registration information provided in class</p>
<p>Choose One of These Two Books. The content is similar enough to generate class discussion.</p>	<p>- <i>The Student Leadership Challenge: Five Practices for Becoming an Exemplary Leader</i>, Second Edition. Kouzes, James M. and Posner, Barry Z., 2014. ISBN 978-1-118-39007-8</p> <p>- <i>The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations</i>, Fifth Edition. Pouzes, James and Posner, Barry. 2012. ISBN 978-0-470-65172-8</p>

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	E-Book editions are fine. Feel free to use the fifth or sixth edition of this book.
Optional Books There is absolutely NO expectation that you buy these books but they are good resources.	- <i>The Student Leadership Challenge: Student Workbook and Personal Leadership Journey</i> . Kouzes, James M. and Posner, Barry Z., 2013. ISBN 978-1-118-39009-2
	- <i>Emotional Intelligence 2.0</i> . Bradberry, Travis and Greaves, Jean. 2009. ISBN 978-0-9743206-2-5

Course Requirements and Grading

Course Requirements

Journal Entries =	150 Points
Reflection Paper =	100 Points
Individual Development Plan	100 Points
Class Participation =	250 Points

Course Assignments

Journal Entries - Entries are submitted on Sundays, no later than midnight. One point is deducted for each day that the entry is late. There are 15 journal entries. Each entry is worth 10 points each. Entries are submitted in the appropriate folder on the Canvas dropbox. Each journal entry is different and encourages students to reflect on topics from the week, current events (related to leadership) or other leadership themes. Students are also given the opportunity to write about a topic they have on their mind.

Reflection Paper – Students are required to write a self-reflection paper at the end of the semester. This paper is in lieu of a final exam. Students utilize the lessons learned throughout the course to write a reflection paper on what they have learned and how they can apply it. More information will be provided during the course.

Individual Development Plan – Students are required to write a development plan based on the results of their CAPSIM INBox assessment. More information will be provided during the course.

Class Participation – Students are awarded up to 250 points for class participation. Points are assessed based on the student’s attendance, timeliness, participation and contribution. Peer and self-evaluations will also contribute a student’s class participation grade. Class participation is focused on contribution to the class. This includes but is not limited to class discussions, attendance, and group projects. Class participation makes up half of a student’s grade. Please ensure you attend as much as possible and participate when present.

Top Hat

We will be using the Top Hat (www.tophat.com) classroom response system in class. You will be able to submit answers to in-class questions using Apple or Android smartphones and tablets, laptops, or through text message.

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You can visit the Top Hat Overview (<https://success.tophat.com/s/article/Student-Top-Hat-Overview-and-Getting-Started-Guide>) within the Top Hat Success Center which outlines how you will register for a Top Hat account, as well as providing a brief overview to get you up and running on the system.

An email invitation will be sent to you by email, but if don't receive this email, you can register by simply visiting our course website: <https://app.tophat.com/e/721785>
Note: our Course Join Code is: **721785**

Top Hat is free through OSU. Please go to <https://resourcecenter.odee.osu.edu/top-hat> for additional information.

Should you require assistance with Top Hat at any time, due to the fact that they require specific user information to troubleshoot these issues, please contact their Support Team directly by way of email (support@tophat.com), the in app support button, or by calling 1-888-663-5491.

Academic Misconduct: The Ohio State University's Code of Student Conduct, Section 3335-23-04 defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an "excuse" for academic misconduct. The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Failure to follow the rules and guidelines established in the University's Code of Student Conduct may constitute "Academic Misconduct." Sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. For more information, please reference: <http://oaa.osu.edu/coamfaqs.html#academicmisconductstatement>

OSU Disability Policy: Every effort will be made to provide each student with a meaningful learning opportunity. If there are obstacles which prevent you from learning effectively, please schedule an appointment with the instructor so we can address this issue(s). Any student who feels that s/he needs an accommodation based on the impact of a disability should contact the instructor and/or The Office for Disability Services. This office is located in 150 Pomerene Hall, 1760 Neil Avenue. Telephone 292-3307, TDD 292-0901, <http://www.ods.ohio-state.edu/>

Additionally, the University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let me know immediately so that we can privately discuss options. You are also welcome to register with Student Life Disability Services to establish reasonable accommodations. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

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Course Schedule:

	Date	Topic	Reading/Assignment	Notes
Monday	1/8/2018	Course Overview		
Wednesday	1/10/2018	Listening		
Friday	1/12/2018	Emotional Intelligence		
Monday	1/15/2018			MLK Day, No Classes
Wednesday	1/17/2018	Leadership Styles		
Friday	1/19/2018	Leadership Development PE		
Monday	1/22/2018	Capsim InBox Debrief		
Wednesday	1/24/2018	Capsim Overview		
Friday	1/26/2018	Capsim Overview / Practice Rd		
Monday	1/29/2018	Capsim Practice Round		
Wednesday	1/31/2018	Capsim Round 1		
Friday	2/2/2018	Practical Exercise		
Monday	2/5/2018	C#1 Clarify Values	TLC/SLC Chapter	
Wednesday	2/7/2018	Capsim Round 2		
Friday	2/9/2018	Practical Exercise		
Monday	2/12/2018	C#2 Set the Example	TLC/SLC Chapter	
Wednesday	2/14/2018	Capsim Round 3		
Friday	2/16/2018	Practical Exercise		
Monday	2/19/2018	C#3 Envision the Future	TLC/SLC Chapter	
Wednesday	2/21/2018	Capsim Round 4		
Friday	2/23/2018	Practical Exercise		
Monday	2/26/2018	C#4 Enlist Others	TLC/SLC Chapter	
Wednesday	2/28/2018	Capsim Round 5		
Friday	3/2/2018	Practical Exercise		
Monday	3/5/2018	C#5 Search for Opportunities	TLC/SLC Chapter	
Wednesday	3/7/2018	Capsim Round 6		
Friday	3/9/2018	Practical Exercise		
Monday	3/12/2018			Spring Break
Wednesday	3/14/2018			Spring Break
Friday	3/16/2018			Spring Break
Monday	3/19/2018	C#6 Experiment and Take Risks	TLC/SLC Chapter	
Wednesday	3/21/2018	Capsim Round 1		
Friday	3/23/2018	Practical Exercise		
Monday	3/26/2018	C#7 Foster Collaboration	TLC/SLC Chapter	
Wednesday	3/28/2018	Capsim Round 2		
Friday	3/30/2018	Practical Exercise		
Monday	4/2/2018	C#8 Strengthen Others	TLC/SLC Chapter	

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Wednesday	4/4/2018	Capsim Round 3		
Friday	4/6/2018	Practical Exercise		
Monday	4/9/2018	C#9 Recognize Contributions	TLC/SLC Chapter	
Wednesday	4/11/2018	Capsim Round 4		
Friday	4/13/2018	Practical Exercise		
Monday	4/16/2018	C#10 Celebrate the Values and the Victories	TLC/SLC Chapter	
Wednesday	4/18/2018	Capsim Round 5		
Friday	4/20/2018	Practical Exercise		
Monday	4/23/2018	Couse Review and Reflection		Last day of classes