

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

Organizational Behavior

For Specialized Masters in MBLE

BUSMHR 7260

Autumn 2017

Gerlach Hall 365

Instructor: Charles J. Buchanan

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Class Hours: Mondays and Wednesdays, 8:30-10:00am

Course Purpose

The purpose of this course is to help students be successful in organizations by helping them understand how they work; developing their leadership ability; and improving their ability to be a team player.

Culture is an extremely powerful force within organizations. Leadership drives organizational culture. This course has a significant focus on leadership. Leadership is incredibly important and is the most sought after skill that employers are looking for.

I challenge you to look at how you will lead an organization. You should focus on the WHY first which will tell you the HOW which in turn, shows you the WHAT. Too often organizations look for the WHAT and don't know the WHY. I encourage you to think along those lines during each class discussion.

Course Description and Concept

The course is delivered through class discussion, reading, videos, cases and lecture. Students are asked to read assignments ahead of class and be prepared to discuss the readings, cases or videos in class. Each class will start with a short vignette to jump start discussion on the given topic.

The course requires a lot of introspection and reflection. Students complete a weekly journal entry to reflect upon the lessons learned and improve their self-awareness.

Course Objectives

This course is focused on developing students' leadership effectiveness. More specifically, students will:

- 1) Develop a more comprehensive understanding of how organizations work
- 2) Improve students' self-awareness and EQ
- 3) Develop an individual leadership philosophy
- 4) Develop habits of personal reflection and self-discovery
- 5) Develop a better understanding of talent management
- 6) Have fun and engage in lively class discussions

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Course Interaction

It is worth emphasizing that this course is highly interactive. Students will work closely together as a class. Learning in class is a hands-on-activity so please be prepared to participate and make the most of this opportunity. Students are expected to contribute to class discussion and interact with guest speakers. Students will gain the most out of this class by preparing for class, participating in class, and reflecting on class.

Classroom Environment and Policies

The classroom environment is focused on collaboration and shared learning. Students are encouraged to actively participate in class discussions. 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.

Tardiness and Absence from Class: Be professional, arrive on time, and be prepared to participate in class. Class is scheduled from 8:30 to 10:00am on Mondays and Wednesdays. Please try to focus while in class. Minimize distractions and treat this time as an investment into your leadership and future careers. 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 to include laptops are not to be used in class.**

Course Materials

- *Emotional Intelligence 2.0*. Bradberry, Travis and Greaves, Jean. 2009. ISBN 978-0-9743206-2-5
- HBP Course Pack - <http://cb.hbsp.harvard.edu/cbmp/access/70900539>

Course Requirements and Grading

Course Requirements

Journal Entries =	140 Points
Leadership Philosophy =	100 Points
EQ Development Plan =	100 Points
Executive Summary =	100 Points
Reflection Paper =	200 Points
Case Presentation (group) =	100 Points
Class Contribution =	<u>280 Points</u>
	920 Points

Course Assignments

Journal Entries - Entries are submitted on **Sundays**, no later than midnight. The journal entry is a reflection on the preparation and participation in the previous week's classes. Two points are deducted for each day that the entry is late. There are 7 journal entries. Each entry is worth 20 points each. Entries are submitted in the appropriate folder in Canvas. Each journal entry asks questions that will force you to reflect on the weeks topics. Some journal entries will also include an assignment or small exercise that will help reinforce the key topics of the week.

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Case Presentations – Students are put in four groups of seven. Each group is assigned a case to present to the class. The team is required to prepare a 45-50 minute discussion on their assigned case. The team analyzes the case and has to develop questions that drive in class discussion. I will provide each group one general question and a learning objective. It is then up to the group to use critical thinking to figure out how to teach the case.

Leadership Philosophy – Students are required to write a 1-2 page paper explaining how they lead (or will lead in the future). The paper is written to their constituents as a means to communicate how that person can expect to be led. More information will be provided during the course.

EQ Self-Development Plan – Students are required to write a 1-2 page paper explaining how they will improve on a component of EQ. Students use the results of their EQ self-assessment and select one area for development. The student writes the paper highlighting a self-development plan that will improve the student's leadership through improving their EQ. This plan should address the what, how and why behind the development of EQ.

Executive Summary Exercise – Students are provided a business document and each student is required to produce an executive summary on the document. The report is submitted in Canvas. This exercise is intended to develop and assess the students' ability to write business communications.

Reflection Paper – Students are required to write a self-reflection paper at the end of the course. 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.

Class Contribution – Students are awarded up to 280 points for class participation. Points are assessed based on the student's participation and contribution. Peer and self-evaluations will also contribute to a student's class participation grade. Class participation is focused on contribution to the class. This includes but is not limited to class discussions and attendance.

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/>.

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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.

Assignment Schedule:

Date	Assignment	Points	Notes
22 October	Journal Entry 1	20	
29 October	Journal Entry 2	20	
30 October	EQ Self-Development Plan	100	Bring a printed copy to class
5 November	Journal Entry 3	20	
12 November	Journal Entry 4	20	
14 November	Executive Summary	100	Submit on Canvas
19 November	Journal Entry 5	20	
3 December	Journal Entry 6	20	
6 December	Leadership Philosophy	100	Bring a printed copy to class
10 December	Journal Entry 7	20	
12 December	Reflection Paper	200	Submit on Canvas

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Class Schedule:

Date	Topic	Notes / Reading / Exercises
October		
16	Leadership Overview / Goal Setting / Listening / Personal Values, Character and Culture	Article - Good Leaders Are Good Learners Article - The Goals That Guide Us (Canvas) Article - Golden Rules of Goal Setting (Canvas)
18	Leadership Styles	Article – Leadership that gets Results (HBP Course Pack) Vignettes – Leadership Styles (HBP Course Pack)
23	Emotional Intelligence	Book - Emotional Intelligence 2.0 (Chap 1-3, 5, 6)
25	Guest Speaker	Debbie Ryan, VP Global Transportation and Logistics
30	Emotional Intelligence	Book - Emotional Intelligence 2.0 (Chap 7, 8) Printed copy of your EQ Self-Development plan is due at the beginning of class
November		
1	Conflict Resolution	Article - Conflict Resolution (Canvas)
6	Negotiations	Negotiation Exercises
8	Group and Team Effectiveness: Teamwork	HBR Art – The New Science of Team Chemistry - Pioneers, Drivers, Integrators, and Guardians (HBP Course Pack) Case: Growing Managers
13	Problem Solving/ Decision Making/ Alaskan Adventure Exercise	Article - The Hidden Traps in Decision Making (HBP Course Pack)
15	Guest Speaker	Brad Grimsley, VP eShop World
20	Motivation and Compensation	Video- “What Drives Motivation in the Modern Workplace?” (PBS Newshour) HBR Case – A Zero Wage Increase Again?
22	No Class	Thanksgiving Break – No Classes
27	Power, Influence and Politics	HBR Article: Power Play (HBP Course Pack) Case: The Monopolistic Power of the NCAA (HBP Course Pack)
29	Guest Speaker	Johnnie Edwards
December		
4	Talent Management: Hiring, Performance Management, Training, Development and Firing.	HBR Article: The Performance Management Revolution (HBP Course Pack) Case: Leadership Development at Goldman Sachs
6	leadership Philosophies & Course Closeout	Printed copy of your leadership philosophy due in class.