

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

**BUSMHR 7263
Leadership
Autumn 2017
Gerlach Hall 305**

Instructor: Charles J. Buchanan
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Class Hours: Mondays, 1:00-2:30pm
Office Hours/Fisher Hall 347: By Appointment

Course Purpose

The purpose of this course is to improve students' leadership ability. This is achieved through improving students' self-awareness, influence, and ability to apply leadership.

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.

Students will also take part in a leadership assessment. Students will participate in the assessment and receive a debrief to help them develop their leadership skills.

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 EQ
- 2) Improve students' self-awareness
- 3) Develop individual leadership philosophies
- 4) Develop habits of personal reflection and self-discovery
- 5) Develop a better understanding of perseverance
- 6) Have fun and engage in lively class discussions

Course Interaction

It is worth emphasizing that this course is highly interactive. Students will work closely together as a class. Leadership is a hands-on-activity and so is this class, 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.

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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 1:00 to 2:30pm on Tuesdays and Thursdays. Please try to focus while in class. Minimize distractions and treat this time as an investment into your leadership. This is to you and your constituents benefit. 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

- *Grit: The Power of Passion and Perseverance*. Duckworth, Angela, 2016. ISBN 978-1-5011-1110-5
- *Emotional Intelligence 2.0*. Bradberry, Travis and Greaves, Jean. 2009. ISBN 978-0-9743206-2-5
- *Sully* (2016) Warner Bros. Film (Feel free to rent or borrow this film)
- HBP Course Pack - <http://cb.hbsp.harvard.edu/cbmp/access/65715328>

Course Requirements and Grading

Course Requirements

Journal Entries =	140 Points
Leadership Philosophy =	100 Points
EQ Development Plan =	100 Points
Grit Assignment =	100 Points
Reflection Paper =	200 Points
Class Participation =	<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 answers the following four questions:

- 1) Specific question for the week.
- 2) What have I learned or discovered about leadership this week?
- 3) How can I apply what I have learned?
- 4) What is my goal for the next week?

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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.

Grit Assignment – Students work in groups and write a 4-5 page paper on what they learned from the book and how the principles of the book can be applied to their future careers. This assignment is worth 100 points.

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 Participation – 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/>.

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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Class Schedule:

Date	Topic	Reading
August		
22	Leadership Overview / Goal Setting / Listening	Article - Good Leaders Are Good Learners Article - The Goals That Guide Us (Canvas) Article - Golden Rules of Goal Setting (Canvas)
24	Personal Values, Character and Culture	Article - Organizational Culture, Values and Fit in the Workplace (HBP Course Pack) – Complete the assessment in class HBR Case – Boldly Go: Character Drivers Leadership at Providence Healthcare (HBP Course Pack) Movie – <i>Sully</i> (2016)
29	Leadership Styles	Article – Leadership that gets Results Vignettes – Leadership Styles
31	Motivation	HBR – Employee Motivation: A Powerful New Model HBR – How Company Culture Shapes Employee Motivation HBR Case – A Zero Wage Increase Again?
September		
5	Guest Speaker	N/A
7	Grit	HBR Case- Built on Grit (HBP Course Pack) Video on Grit (In Class) Book - Grit: The Power of Perseverance
12	Emotional Intelligence	Book - Emotional Intelligence 2.0 (Chap 1-3, 5, 6)
14	Emotional Intelligence	Book - Emotional Intelligence 2.0 (Chap 7, 8)
19	Conflict Resolution and Negotiations	Article - Conflict Resolution (Canvas) Case - Caitlin's Challenge (HBP Course Pack) Prof. Tim Judge Leadership Assessment Debrief
21	Guest Speaker	N/A
26	Problem Solving/ Decision Making/ Alaskan Adventure Exercise	Article - The Hidden Traps in Decision Making (HBP Course Pack)
28	Power	HBR Article: Power Play (HBP Course Pack) HBR: Power Dynamics in Organizations (HBP Course Pack) Case: The Monopolistic Power of the NCAA (HBP Course Pack)
October		
3	Teamwork	HBR Art – The New Science of Team Chemistry - Pioneers, Drivers, Integrators, and Guardians (HBP Course Pack) HBR – Note on Team Process (HBP Course Pack)
5	leadership Philosophies & Course Closeout	

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Assignment Schedule:

Date	Assignment	Points	Notes
27 August	Journal Entry 1	20	
3 September	Journal Entry 2	20	
6 September	Grit Assignment	100	Group Assignment
10 September	Journal Entry 3	20	
17 September	Journal Entry 4	20	
18 September	EQ Self-Development Plan	100	Submit on Canvas
24 September	Journal Entry 5	20	
1 October	Journal Entry 6	20	
5 October	Leadership Philosophy	100	Bring a printed copy to class
8 October	Journal Entry 7	20	
10 October	Reflection Paper	200	Submit on Canvas