

**BUSMHR 7703 –
Leadership, Talent Management and Organizational Behavior
in Health Sciences
Wednesday: 5:00pm – 9:00pm, 265 Gerlach
Fisher College of Business
The Ohio State University
Summer 2017 Term**

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Office	Wed: 3:30-4:30 PM	Wed: 3:30-4:30 PM
Hours:	and by appointment	and by appointment

Course Description

The ultimate goal of managers and leaders in organizations is to perform and achieve results. Most of that work is accomplished by effectively managing individuals, relationships, and yourself. The purpose of this course is to study human behavior in organizational settings and understand how organizations manage these behaviors to maximize effectiveness. We will be looking at specific topics related to the behavior of individuals (e.g., leadership, motivation and engagement, etc.) the behavior of groups (e.g., teamwork), and talent management (e.g., talent acquisition, performance management, etc.). Rather than a broad survey course of organizational-behavior topics, this course will focus on a number of discrete but very important topic areas and all of which are related to effective human capital management.

Within each topic area we will cover relevant theories and frameworks, but in addition we'll focus on "real world" application examples, common issues relevant to implementation, and tools that you can use to increase your own effectiveness in these areas. While the majority of examples and situations discussed will occur in "traditional" organizations, it is important to remember that these concepts apply equally well to nontraditional organizations (non-profits, volunteer organizations, social organizations, etc.) as well.

Course Objectives

The objectives of this course are to create a classroom experience and to provide readings and assignments that allow each student:

1. To understand and appreciate both the academic literature as well as the practical application of good organizational management practices.

2. To critically evaluate the unique nature of people's behavior in organizations, and to understand how to channel and manage organizational behavior in order to achieve goals and to achieve superior performance.
3. To critically evaluate their own team and interpersonal effectiveness skills.
4. To learn from the personal experiences of their classmates and enjoy the learning experience.

Required Readings

There is no textbook for this class. Readings will be in the digital course packet, which you are expected to purchase. Outside of the course packet, some readings will need to be downloaded via the Carmen site for this course. In addition, course information, powerpoint presentations, etc. will be available on Carmen. Carmen's address is: <http://carmen.osu.edu>. Let us know if you have any problems accessing the page for this course.

Evaluation

Your final grade for the course will be computed as follows:

- 33% Class Participation (100 points)
- 33% Midterm Exam (100 points)
- 33% Group Project & Presentation (100 points)

Class Participation and Professionalism (33%)

At the end of the quarter, we will be assigning each student a "Participation and Professionalism" score based on their in-class performance and behavior. The total possible for this "P and P" score will be 100 points, but the norm (or put another way, the high standard that is expected of graduate students) will be set as an 87%. Stronger performance can lead to a higher score, weaker performance and professionalism can lead to a lower score. We'll discuss this in more detail (including some behavioral examples of different levels) during our first class.

Mid-Term Examination (33%)

After the third class of the term, you will have an examination that will cover the course material to that point in the class. The format for the exam will be short answer, and it will be worth 100 points. The date for the exam will be discussed in class.

Group Project & Presentation (33%)

In groups, you will work on an assignment to be completed at the end of the term. This assignment will be worth 100 points, and will consist of two deliverables, namely 1) a "white paper" detailing your findings, and 2) a short in-class presentation. All groups will do their presentations on our last scheduled day of class. Detailed information about the assignment will be presented in class.

Overall Course Grade

Your overall course grade will be a function of your total points earned, with a grading scale established at the end of the quarter based on overall class performance. There are 300 points possible in this course.

Our Expectations

We have several expectations for students taking this course. First, we expect you to exhibit an interest in the topic material and demonstrate this interest by consistent attendance in class and regular introspection and application to your own experience. Second, we expect you to keep up on the course reading and actively participate in class. Third, we expect you to work enthusiastically on your assignments and in particular “pull your weight” on your group assignment. Finally, we fully expect a high level of courtesy and professionalism in the classroom setting; this means minimal talking, no cell phones, no IMing or text messaging, etc. When you’re here, be here.

General Comments

Any issues concerning grading (e.g., exam scoring) need to be formally called to our attention via email within one week of receipt of the grading incident.

Any student with special accommodation needs due to a disability should speak to us within the first two weeks of the course. Students with these needs are responsible for making us aware of their situation.

Academic misconduct and dishonesty will not be tolerated. Suspicion of academic misconduct will be acted upon in accordance with The Ohio State University and Fisher College of Business policy. Note: Use of any electronic device (cell phone, tablet, etc.) during an examination is strictly forbidden.

Grades assigned at the end of the quarter are not negotiable. Because of the grading system that OSU uses, there will likely be a number of times when a student is just a few points away from the next grade. We do not round up, nor do we provide any opportunity for extra credit; the time to accumulate points is during the quarter, not at the end of it.

Finally, we want you to keep in mind that your larger mission here at OSU is to learn so that five years (and later) from now, you are as effective and successful as possible. Your ability to apply and retain this information in a meaningful way will help enhance your later success. While we adhere strictly to the grading policies above, we are also available to help you with any difficulties or questions you have during the quarter. We have office hours but are on campus most days and in our office a good portion of each day regardless. See us when you have questions about the course (or related) material.

Course Schedule

Students are expected to complete readings before class.

<u>Date</u>	<u>Topic/Readings</u>
5/10	Course Overview/The Strategic Framework/Talent Acquisition “Cirque du Soleil” “Note on the Hiring and Selection Process”
5/17	Motivation, Engagement and Retention “Motivation: The Not-So-Secret Ingredient of High Performance” “Keeping the Best: Why Retention Matters”
5/24	Performance Management and Development “Managing Performance” “Discovering Your Authentic Leadership”
5/31	<i>Mid-Term Examination & Team dynamics and Decision Making</i> “A Note on Team Process”
6/7	Conflict Management and Negotiations “Negotiating Strategically” “Conflict in Teams”
6/14	Leading and Managing For Success “Ganging Up On Cancer Case” & <i>Group Presentations (Group Projects Due)</i>

Note: In the unlikely circumstance there is a change to planned schedule, we will post a new syllabus on Carmen and notify students via e-mail