



# THE OHIO STATE UNIVERSITY

## FISHER COLLEGE OF BUSINESS

### **BUS MHR 4221**

### **Competencies for Managing People**

**Instructor:** Maggie Lewis  
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**Class Hours:** MWF 10:20-11:15  
**Class Location:** 305 Schoenbaum Hall

**Office Hours:** Before class or by appointment. Room 42 Fisher Hall

### **Course Overview**

This course will identify and assist students to develop competencies to manage in all settings. While not everyone has the title of “manager”, we all manage and rely upon others to manage day to day tasks at home, at work, and in our communities. Upon successful completion of this course, students will have:

- ✓ An understanding of core management skills and abilities;
- ✓ A customized measurement of strengths and weaknesses for these skills and abilities;
- ✓ An opportunity to apply management competencies;
- ✓ A personalized plan for continued growth and development of these skills and abilities.

**Required Reading-** All reading is available through the library and/or will be posted to Carmen. Students are responsible to access reading through these sources. If reading is unavailable or inaccessible, please notify me. Readings noted as C – are available through Carmen or L – are available through the library. Cases (5) are posted to Carmen. Guidance for assignments is posted to Carmen and/or will be distributed in class.

### **Course Requirements and Grading**

The course will include a mix of readings, cases, discussion, two quizzes and a final project. Assignments are due in class on dates noted in the syllabus.

### **Explanation of Graded Components**

**Class participation** means regular, on-time class attendance and informed participation. Please notify the instructor *ahead of time* if you anticipate an absence.

**Case Reviews-**Class teams are requested to write a concise two-page review of five selected case. Reviews will be graded on your analysis (not summary) of the case (2 points), connection to relevant class readings (2 points) and grammar, composition and format (1 point).

**Course Project -** The course project will provide students with the opportunity to complete a skills assessment (*Principled Elevating Techniques in Leader Activities Across Levels* assessment), to develop and implement a personal workplan designed to improve selected

management skills, and to report her/his experience and findings. Each project component is explained briefly below. Guidance for the full assignment will be distributed and discussed in class. Due dates for each project component are noted in the syllabus.

Individual Assessment-Completion of the *Principled Elevating Techniques in Leader Activities Across Levels* (PETAL) assessment will provide a report customized to each individual's skills and abilities in selected competencies.

Project Proposal-Students will submit a project proposal based upon the findings of the assessment. A worksheet will be provided for the proposal.

Project Review-All proposals will be reviewed and approved by the instructor.

Project Submission- Students will submit a paper to the instructor and a five-minute video post to Carmen for class/review and discussion.

### **Grades**

PETAL Assessment	5
Class Participation	30
Quizzes (2)	30
Case Reviews (5@5)	25
Project	40
Total	130

### **Class Policies**

**Tardiness and Absence from Class**-Please plan to arrive to class on time. Please notify the instructor *ahead of time* if you will miss a class. All assignments are due on the date noted even if you plan to be absent. Points will be deducted for late submittals. Please plan ahead.

**Mobile Devices**-All mobile devices should be turned off and out of sight during class.

**Make up work for missed assignments** is permissible with notice to instructor *ahead of time*, citing reason for missing a due date or exam.

**Course Workload for Semester Classes**-The University and College expectation is that students spend two hours outside of class for every hour spent in class. Since this course meets three hours per week, you should reasonably expect to spend six hours per week outside of class on course-related work.

### **OSU Policies-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>. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

## **Accommodation Policy**

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. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. 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](mailto:slds@osu.edu); 614-292-3307; [slds.osu.edu](http://slds.osu.edu); 098 Baker Hall, 113 W. 1

**BUS MHR 4221**  
**Competencies for Managing People**

**Week 1 (Jan. 8, 10, 12)**

**Foundations**

Mon. Course Overview

Weds. T Ch 1 (C) ; <https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>

Fri. T Ch 2(C); Mintzberg, H. 1990. The Manager's Job: Folklore and Fact. Harvard Business Review, 68(2): 156-162. (C)

**Week 2 (Jan 15 ,17, 19)**

**Foundations**

Mon. Holiday-No Class

Weds. No Class Complete skills assessment

Fri. Kouzes, J. M., & Posner, B. Z. 1990. The Credibility Factor: What Followers Expect from Their Leaders. Management Review, 79 (1): 29-33. (C)

**Week 3 (Jan 22, 24, 26)**

**Your Habits, Practices, and Routines**

Mon. Deadline Busting, Ford & Ford, Ch.1, “Your MO” pgs.26-31, “Saying Yes, But Doing No” Ch. 2, pgs. 10-21 (C). Bring to class: a) Describe a reputation you think is worth having, b) why, and c) what you would need to do or accomplish to have that reputation. Be prepared to share in class. (1 page)

Weds. The Power of Habit, Duhigg, Charles, Ch. 2 part III (pgs.43-52), Ch.3 parts I and II, (pgs. 60-78) (C)

Deutschman, “Change or Die”, Fast Company, May 2005 (C).

Fri. PETAL Assessment De-Brief-Guest speaker

**Week 4 (Jan 29, 30, Feb. 2)**

**Ethical Conduct**

Mon. Integrity and Authenticity- Jensen, M.C., “Integrity: Without It Nothing Works” (C)  
True North, George, Bill, pages 3-8; pg.219, Introduction Exercise (C)

Weds. Trust- <https://www.leadershipnow.com/CoveyOnTrust.html>; Galford and Drapeau (2003). "The Enemies of Trust." Harvard Business Review 81(2): 88-95; Gottman, J. M. 2007. “Making Relationships Work.” Harvard Business Review, 85(12): 45-50 (L)

Fri. Case #1 Lance Armstrong

PROPOSALS DUE

**Week 5 (Feb. 5, 7, 9)**

**Planning and Benchmarking**

Mon. T Ch 8 (C)

Weds. Planning Exercise

Fri. Review Proposals

PROPOSAL REVIEW

**Week 6 (Feb 12, 14, 16)**

**Communication**

Mon. T Ch 18 (C)

<https://gatewaytolearning.osu.edu/professional-career-development/communication/become-better-listener>

<https://gatewaytolearning.osu.edu/professional-career-development/communication/listening-tips>

Weds. Practicing Civil Communication

Mastering Civility, Porath, Christine, Chapters 6, 9,14 (C)

Complete the Civility Assessment <http://www.christineporath.com/assess-yourself> before class. Submitting the report on the website is optional. Bring a copy of your assessment to class.

Fri. Case #2 Twitter

**Week 7 Feb. (19, 21, 23)**

**Creating and Managing Agreements**

Mon. Initiative and Understanding Conversations

Ch 2 The Four Conversations  
(All Ch. On Carmen)

Creating Initiative Statements

Ch 3 The Four Conversations

Weds. Performance Conversations  
Making Complete Requests

Ch 4 The Four Conversations

Fri. Closure Conversations

Ch 5 The Four Conversations

Kellerman, B. 2006. When should a leader apologize - and when not? Harvard Business Review, 84(4): 73-81(C). Write a closure conversation that includes an Acknowledgement, Appreciation, and Apology to someone with whom you would like to improve or restore a relationship. Be prepared to share what you have written in class. (1 page)

**Week 8 (Feb. 26, 28, March 2)**

**Teams/Team Building**

Mon. T Ch 17 (C)

Weds. Kellerman, B. (2007). "What Every Leader Needs to Know about Followers." Harvard Business Review 86-91. (C)

Gabarro, J. J. and J. P. Kotter (2005). "Managing Your Boss." Harvard Business Review: 92-99 (L)

Fri. Case #3: Auto Racing

**Week 9 (March 5, 7, 9)**

**Motivating, Delegation**

Mon. Lussier Ch. 6, pgs. 200-209; Ch 7, pgs. 261-265

<http://uthscsa.edu/gme/documents/FromManagingSelftoManagingOthers.pdf>

<http://motivating-people.blogspot.com/9999/12/manage-agreementsnot-people.html>

Weds. Preparing your project video; IT Assistance

Fri. QUIZ 1

**Spring Break March 12-16**

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**Week 10 (March 19, 21, 23)**

**Decision-making**

Mon. T Ch 7 (C)

Weds. Sunstein, C. and Hastie, R. (2014). "Making dumb groups smarter". Harvard Business Team Review, 92(12): 90-98. (C)

Garvin, D. A. and M. A. Roberto (2001). "What You Don't Know About Making Decisions." Harvard Business Review, 79(8): 108-116 (L)

<https://www.forbes.com/sites/annlatham/2016/10/11/how-to-get-unstuck-when-making-decisions/#1396483f5312>

**Fri** Decision Making Exercise

**Week 11 (March 26, 28, 30)**

**Conflict Resolution**

Mon T Ch 18 (C)

Weds. Amason, A. C., K. R. Thompson, et al. (1995). "Conflict: An important dimension in successful management teams." Organizational Dynamics 24(2): 20-35 (L) Weiss, J.

and Hughes, J. (2005). "Want collaboration? Accept – and actively manage – conflict." Harvard Business Review, 83(3): 93-101 (C)

Fri. Conflict Resolution Exercise

**Week 12 (April 2,4,6)**

**Innovation and Change**

Mon. T Ch 12 (C)

Weds.

Fri. Case #4

**Week 13 (April 9,11,13)**

**Social Responsibility**

Mon. T Ch. 3 (C)

PROJECTS DUE/POSTED

Weds. Case #5: Patagonia

Fri. QUIZ 2

**Week 14 (April 16, 18, 20)**

**Presentations/Discussion**

**Week 15 (April 23)**

**Presentations/Discussion/Last Class**