

Course Syllabus | Spring 2, 2018 *Final v 1 2-19-18*
BUSMHR/MBA 7222: Advanced Topics in Leadership:
Building Your Leadership Legacy
Fisher College of Business

Mondays

6:15 - 9:30 pm

Mason Hall 229

Ohio State University

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Office hours: Mondays 5:00-6:00 pm
also by appointment

Course Description

This course will have a ‘practical applications’ bias. Effective leaders are able to galvanize people around a compelling, inspirational vision and strategy, and to then deal with people in ways that bring out their best ideas and efforts. This course will include a cadre of outside speakers who are successful business and organizational leaders in an effort to help students identify the similarities and differences among proven, effective leaders. Secondly, the course will include class discussions and readings that include classic articles on leadership, and cases on leadership effectiveness. And finally, each student will participate in a 360 leadership survey and be asked to develop their own personal leadership legacy statement and development plan. *In short, effective performance in this course will rely less on intellectual ability and more on personal introspection.*

Course Objectives

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

1. To understand and appreciate both academic literature as well as the practical application of good senior leadership practices.
2. To critically evaluate the unique nature of effective leaders, and identify key similarities among the proven leaders who will be guest speakers.
3. To critically evaluate their own current leadership effectiveness, and identify areas for improvement based on a 360 leadership survey feedback process.
4. To develop a personal leadership legacy statement designed to achieve their career goals as well as develop personal development plans for improving their leadership skills.

Guest Speakers

The guest speakers will be identified and announced shortly before the beginning of the term. For reference purposes, guest speakers in the past have included: The Governor of the State of Ohio, CFO of Nationwide Insurance, Vice Chairman of Deloitte & Touche, President/COO of Cardinal Health, CEO Bob Evans, Managing Partner of Bricker & Eckler a major law firm, CEO M/I Homes, Superintendent Columbus City Schools, Dean of the Fisher College, and President Alliance Data Retail Services.

Course Schedule and Reading List

Session 1: Course Introduction: Intro Leadership Legacy and Life Story

M: 3/5

Article 1: “Discovering your authentic leadership”. George, et al, HBR, 2007 (#R0702H)

Book chapter: True North, chapter 1, “Your Life Story”

Book chapter: True North, chapter 3, “Crucibles”

**Identify raters for survey on leadership
Window for 360-degree survey open**

Session 2: What’s Your Personal Code of Conduct? Principles and Values

M: 3/19

Article 2: “Four Pillars of Moral Leadership”, Fortune, Sept. 15, 2017

Article 3: “What the Best Business Leaders do Best”, Tony Rucci (Carmen)

Article 4: “Don’t Let Power Corrupt You”, HBR, October, 2016 (optional)

Article 5: “What to Do If Your Boss Asks You to Break the Rules”, HBR (optional)

Book chapter: True North, chapter 2, “Losing your way”

Book chapter: True North, chapter 5, “Values”

Window for survey raters closes on 3/15

Guest Speaker #1: Tony Rucci, Former Chairman, Sears Mexico, and CAO Sears and Cardinal Health

Session 3: What Drives You?: Motivations and Sweet Spot

M: 3/26

Article 6: “The Secrets of Great CEO Selection”, HBR, Dec. 2016 (optional)

Book chapter: True North, chapter 6, “Sweet Spot”

**360 Survey individual feedback reports distributed
Individual Assignment 1 papers due at start of class**

**Guest Speakers #2 & #3: Kevin Taylor, VP Product Management, Cardinal Health
Jeff Rodek, former Chairman & CEO, Hyperion, President, Ingram Micro and Sr. VP, FedEx**

Session 4: Do You Know Who You Are?: Self-Awareness & Development

M: 4/2

Article 7: “Making Yourself Indispensable, Zenger, et al, HBR, 2011

Book chapter: True North chapter 4, “Self-awareness”

Book chapter: True North, chapter 9, “I to We”

Guest Speaker #4: Anil Makhija, Dean, Fisher College of Business, and John W. Berry, Sr. Chair in Business.

Session 5: How Do You Stay Grounded?: Life Integration

M: 4/9

Article 8: “Manage your work, manage your life” Groysberg & Abrahams, HBR 2014 (#R1403C)

Article 9: “Do Your Commitments Match Your Convictions”, HBR, Sull & Houlder, (optional)

Book chapter: True North, chapter 7: “Support Team” and

Book chapter: True North, chapter 8 “Integrated Life”

Guest Speakers #5 and #6: Michael Nieset, Partner, Heidrick & Struggles and Gary Greenfield, Partner Court Square, Former CEO, Peregrine, Avid, Merant

Session 6: Putting it all Together: How will you Measure Your Life?

M: 4/16

Article 10: “Success built to last: creating a life that matters”. Porras, et al. Rotman / HBR, 2007 (#ROT048)

Book chapter: True North, chapter 10, “Purpose”

Guest Speaker #7: Nancy Kramer, Founder and Chairman, Resource/Ammirati; Chief Evangelist, IBM iX

Session 7: Final Individual Legacy Presentations

M: 4/23

Discussion of Max Fisher Case

Individual presentations of personal legacy statements

Individual papers due at beginning of class or by Wednesday, April 25 via Carmen

Books and Readings Required for the Course

Discovering Your True North, George, Wiley, 2015. (#ISBN 978-1-119-08294-1)

Course Packet: Available electronically through a Harvard Press course packet site. Contains all articles listed in the course syllabus reading list above. **All HBR articles listed above may also available through the OSU library.** You will find the HBR purchase link in Carmen course.

This link will give you access to the HBR articles if you choose to purchase those rather than use the OSU library source)

Course Requirements and Grading:

Assignment #1: Life story, Principles & Values paper: due 10/30	30%	(60 pts.)
Assignment #2: Legacy class presentation	15%	(30 pts.)
Assignment #3: Final paper	45%	(90 pts.)
Assignment #4: Critique of a speaker: due 2 weeks after selected speaker	10%	(20 pts.)
Total points	100%	(200 pts.)

Class participation (see below): graded on a “plus/OK/minus”; can impact up to one letter grade.

Assignment #1 (Life Story, Values & Principles: 60 pts.)

These papers should be 4 pages in length, and will ask you to discuss two pivotal life story events based on the class material regarding life stories and to identify and discuss your core values and related principles. **A more detailed prospectus for this assignment will be posted to Carmen and discussed in class, and that prospectus will be the “official” requirements for the paper.**

Assignment #2 (Final class presentation: 30 pts.)

At our final two class sessions, each student will be asked to make a presentation on their personal leadership legacy to the class. This assignment will be graded principally on the quality of the presentation to the class (your content will be graded as part of your final paper assignment listed above). It will be important to restrict your remarks to the time limit specified in the assignment, in order to ensure we get everyone’s presentation completed within the class schedule. ***Please rehearse and time your presentation before delivering it in class.*** **A more detailed prospectus for this assignment will be posted to Carmen and discussed in class, and that prospectus will be the “official” requirements for the presentation.**

Assignment #3 (Final paper: 90 pts.)

These papers should be 6 pages in length, and will include a clear statement of your personal leadership legacy; the key themes in your statement and why (what about your personal and /or professional background has led you to this particular legacy statement: i.e. life story, values, motivations, self-awareness and life balance). The self-awareness section will include a detailed review and critique of the results from your 360 feedback report results; what were your key takeaways, development opportunities from your survey results that you will focus on going forward; and action plans for improvement **A more detailed prospectus for this assignment will be posted to Carmen and discussed in class, and that prospectus will be the “official” requirements for the paper.**

Assignment #4 (Critique of guest speaker: 20 pts.)

You will be asked to submit a two-page critique of any one of the guest speakers of your choice (excluding Professor Rodek, just because...). That critique must be received by one of us within two weeks of the guest speaker’s presentation. **A more detailed prospectus for this assignment will be posted to Carmen and discussed in class, and that prospectus will be the “official” requirements for the paper.**

Also note that after every guest speaker we will spend 15-20 minutes in a debrief discussion of that evening’s guest speaker where you will be encouraged to share your thoughts on the speaker, key takeaways you heard, etc.

Class contribution. I will be looking for you to provide your insights, thoughts, perspectives and questions in a professional, productive manner. **Attendance and engagement matters!** Participation in class is desired and expected for a wide variety of reasons, including the value of learning from one another and the wide variety of life perspectives and experiences of the class. Class contribution (as judged by the instructor) will be “scored” as follows:

Exceptional: consistent, high quality engagement
Expected participation: what’s expected from an MBA:
Less Engaged: consistency and quality less than expected:

**up to plus one letter grade
grade based on pts. only
up to minus one letter grade**

Attendance. Since class contribution is part of the grading consideration, then attendance matters. I will circulate a sign-in sheet at the start of each class for your signature. This will be the basis for determining unexcused absences. *There will be one excused absence for the term. Any absences beyond the first will adversely impact your class participation evaluation, unless due to a true emergency.* Regarding excused absences, I assure you I am extremely understanding about such issues, and realize that people (even MBA students!) have personal lives. I know there will be the occasional personal emergencies or business travel that come up. I will absolutely consider such issues as legitimate, excused reasons to miss a class...**as long as you let me know in advance, if possible.** This advance notification will be on the honor system...you do not need to provide any documentation. Rather simply notify me before class that you have a personal or professional conflict that will cause you to miss class. *Please do not exploit this privilege!* This applies to both class attendance and assignment due dates.

Course Policy Statements

Diversity. This course should practice what it preaches in its week-to-week conduct. We will, as a group and as individuals, hold ourselves accountable for demonstrating an openness to and appreciation for the ideas of others. *This means being conspicuously respectful of each other on all occasions and in all of our class transactions. That also includes NOT surfing the web or reviewing email during class sessions.*

Disability. I am committed to making every effort to provide each student with a meaningful learning opportunity. If there are any obstacles that could prevent you from learning effectively, please set an appointment with me so that we might jointly figure out how to circumvent those obstacles. In addition, you should feel free to contact the Office for Disability Services at 614-292-3307, located in 150 Pomerene Hall. They can also work with you to coordinate accommodations for students needing assistance.

Assignments and Attendance. Assignments are due on the dates indicated, and since class participation is part of the grading consideration, then attendance matters. Having said that, I am extremely understanding about such issues, and realize that people (even MBA students!) have personal lives. I know there will be the occasional personal emergencies (e.g. a death in the family, a child taken to the ER, etc.) the day before an assignment is due. I will absolutely consider such issues as legitimate reasons to reach alternative due dates for assignments...as long as you let me know about issues, in advance if possible. *Please do not exploit this privilege!*

Academic Integrity. Central to any institution that aspires to excellence, academic integrity is a fundamental expectation we have for all of our students and faculty. Please be sure to review the University's Code of Student Conduct (Sect. 3335-23-04). We will hold ourselves and students accountable for the standards outlined in the code, which means we have a responsibility to confront and remediate any actions determined to be outside the letter and spirit of the code. In addition, you should hold me and all your instructors accountable to an equally high standard of personal and professional ethical conduct.

Enjoyment. I teach at the MBA level because I enjoy it! Yes, believe it or not. I encourage you to enjoy the course, as well. A sense of humor doesn't hurt either.