

**Course Syllabus (v.1: 10.10.16)**  
**BUSMHR/MBA 7222: Advanced Topics in Leadership:**  
**Building Your Leadership Legacy**  
**Fall 2 2015**  
**Mon. eve.: 6:15-9:30 pm; Gerlach Hall 305**

**Fisher College of Business**  
**Ohio State University**

**Instructors:** Tony Rucci  
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**Office hours:** Monday 5:00-6:00 pm      Monday 5:00 – 6:00 pm  
also by appointment      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, President Alliance Data Retail Services and CEO LifeCare Alliance.

## **Course Schedule and Reading List**

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### **Session 1 M: 10/17**

#### **Course Introduction: Intro Leadership Legacy and Life Story**

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

Book chapter: Discover your True North, chapter 1, "Your Life Story"

Book chapter: Discover your True North, chapter 3, "Crucibles"

**(Identify raters for 360 web survey on leadership)**

**(Window for 360 web survey opens)**

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### **Session 2 M: 10/24**

#### **What's your personal code of conduct?: Principles and Values**

2. Article: "Do your commitments match your convictions?", Sull & Holder, HBR, 2005 (#R0501H)

Reading: "The complex case of management education", Rucci Guest commentary, HBR, Sept.-Oct. 1992 (will be posted to Carmen site)

Book chapter: True North, chapter 2, "Losing your way"

Book chapter: True North, chapter 5, "Values"

**Guest Speaker #1: TBD**

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### **Session 3 M: 10/31**

#### **What Drives You?: Motivations and Sweet Spot**

Book chapter: True North, chapter 6, "Sweet Spot"

Book chapter: True North, chapter 9, "I to We"

**Guest Speaker #2: TBD**

**(window for 360 survey raters closes)**

**(Mid-term papers due at start of class)**

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### **Session 4 M: 11/7**

#### **Do you know who you are?: Self-Awareness & development**

3. Article: "Making yourself indispensable". Zenger & Folkman, HBR 2011 (#R1110E)

Book chapter: True North chapter 4, "Self-awareness"

**Guest Speaker #3: TBD**

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### **Session 5 M: 11/14**

#### **How do you stay grounded?: Life Integration**

4. Article: "Manage your work, manage your life" Groysberg & Abrahams, HBR 2014 (#R1403C)

Book chapter: True North, chapter 7: "Support Team"

Book chapter: True North chapter 8: "Integrated Life"

**Guest Speaker #4: TBD**

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Session 6  
M: 11/21

**Putting it all together: How will you measure your life?**

5. Article: "How will you measure your life?". Christensen, HBR 2010 (#R1007B)  
Book chapter: True North, chapter 10, "Purpose"

**Guest Speaker #5: TBD**

**(360 Survey individual feedback reports distributed in class)**

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Session 7  
M: 11/28

**Final Legacy presentations**  
**25 students present legacy statements**

**(Individual presentations of personal legacy statements – 5 mins. each)**

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Session 8  
M: 12/5

**Final Legacy presentations**  
**25 students present legacy statements**

**(Individual presentations of personal legacy statements – 5 mins. each)**

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**Books and Readings Required for the Course**

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

**Course Packet:** Available electronically through the 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 links on the Carmen course home page and here:

<http://cb.hbsp.harvard.edu/cbmp/access/55895150>

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

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**Course Requirements and Grading:**

The course will include a mix of class discussions, textbooks, articles, class presentation assignments, and a final written assignment.

Grades will be based on the following criteria:

A.Assignment #1: Life story paper: due 10/31	30%	(60 pts.)
B.Assignment #2: Final paper: due 12/5	45%	(90 pts.)
C.Assignment #3: Legacy class presentation	15%	(30 pts.)
D.Assignment #4: Critique of a speaker	<u>10%</u>	<u>(20 pts.)</u>
Total points	100%	(200 pts.)

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

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A. Assignment #1 (Life Story: 60 pts.)

Assignment #1 will be due at the start of class on 10/31. These papers should be 3 pages in length, and will ask you to discuss two pivotal life stories based on the class material. The papers will ask you to: 1. identify one pivotal life *event* that has had a compelling impact in your life and why; 2. one pivotal *person* who has had a compelling influence in your life and why; and 3. discuss what you have learned or taken from those two examples and how it has directly impacted you. A more detailed prospectus for this assignment will be distributed and discussed in class, and that prospectus will be the “official” requirements for the paper.

B. Assignment #2 (Final paper: 90 pts.)

The final paper will be due by 12/5. These papers should be 5 pages in length, and will include three sections: Section 1.) a detailed review and critique of the results from your 360 feedback report results; what were your key takeaways, positive and otherwise; identification of at least two strengths as well as two development opportunities from your survey results that you will focus on going forward; and action plans for improvement; Section 2.) 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. A more detailed prospectus for this assignment will be distributed and discussed in class, and that prospectus will be the “official” requirements for the paper.

C. Assignment #3 (Final class presentation: 30 pts.)

At our final two class sessions on 11/30 and 12/7 each student will be asked to make a 5 minute 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 5 minutes, in order to ensure we get everyone’s presentation completed within the regular class hours. ***Please rehearse and time your presentation before delivering it in class.*** A more detailed prospectus for this presentation will be distributed and discussed in class, and that prospectus will be the “official” requirements for the presentation.

D. 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. That critique must be received by one of us within two weeks of the guest speaker’s presentation. In that respect, you get to choose when this assignment will be due. Your critique should describe what you felt were the speaker’s key messages, those areas that resonated with you as well as any issues you saw, and a general description of their leadership style. A more detailed prospectus for this paper will be distributed and discussed in class, and that prospectus will be the “official” requirements for the presentation. *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.*

E. Class contribution. We 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.

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Class contribution (as judged by the instructor) will be “scored” as follows:

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|------------------------------------------------------------|-------------------------------------|
| -exceptional : consistent, high quality engagement         | <b>up to plus one letter grade</b>  |
| -expected participation: what’s expected from an MBA:      | <b>grade based on pts. only</b>     |
| -less engaged: consistency and quality less than expected: | <b>up to minus one letter grade</b> |

**-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 unexcused absence for the term. Any unexcused absence beyond the first without advance notice will adversely impact your class participation evaluation, unless due to a true emergency.*** Regarding excused absences, we assure you we are extremely understanding about such issues, and realize that people (even MBA students!) have personal lives. We know there will be the occasional personal emergencies or business travel that come up. We will absolutely consider such issues as legitimate, excused reasons to miss a class...**as long as you let us 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 us 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

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**Diversity.** This course on leadership 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 ideas of others. ***This means being conspicuously respectful of each other on all occasions and in all of our class transactions.*** That includes laptop etiquette such as NOT surfing the web, reviewing emails, or balancing your investment portfolio during class sessions.

**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 dead uncle, 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 us know about issues, in advance if possible. ***Please do not exploit this privilege!***

**OSU Disability 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. 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](mailto:slds@osu.edu); 614-292-3307; [slds.osu.edu](http://slds.osu.edu); 098 Baker Hall, 113 W. 12th Avenue.

**Academic Integrity:** 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>.

**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.