

THE OHIO STATE UNIVERSITY
FISHER COLLEGE OF BUSINESS
MHR 7321
FUNDAMENTALS OF BUSINESS EXCELLENCE II
Thursday, 6-9:15pm

Fall, 2017

** The reading materials can be found at the following link:

<https://cb.hbsp.harvard.edu/cbmp/access/38598577>

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Office Hours by Appointment (generally Fridays from 9am-11am work best)

In this course, the focus is on building your credibility. To effectively and purposefully excel in an HR function, no matter the industry, you will need to take steps to gain entry and legitimacy with the populations you will serve.

During our time together we will explore what these ‘rules of engagement’ are, building on the knowledge foundation of *Business Excellence I* and preparing you for *Business Excellence III*. We will use current and pertinent case studies along with my anecdotal experiences as a business partner in non-profit, entertainment, retail, creative and tech companies to illustrate a few key points. One is that as an HR partner, you will be expected to know everyone else’s business while such a consideration will not be extended to you. So you’ll have to understand, diagnose and coach the people running the business. To do so you’ll have to be able to think critically.

Second, the title of Head of HR, some feel, will be replaced by Chief People/Talent Officer and Head Coach the world over. We will explore and analyze this potential *new movement* and it’s requisite new tool kit. In the past...“HR having a seat at the table” was a key initiative. Today, with the onset of more collaborative work environments, the continued globalization of business, the strain of economic turmoil, the roles of Boards and the continued trouble with ethics/hubris in major corporations (i.e. NewsCorp, The London Whale, Enron, etc.), HR practitioners have a different challenge before them. We will discuss how to assertively and actively address these headwinds and adjust our HR lens so that we can play an active role in making the workplace better.

Finally, I will challenge you to see yourselves as critical to the future of not only your chosen business but also global commerce. Yes, a lofty goal indeed; however, the skills required to work at the current pace, to achieve never-ending growth initiatives, and to continue to innovate beyond our current comprehension will require keen HR people who understand the business, can interact comfortably within its walls and serve as the **Ethical Heartbeat** of the organization. Much like the way our Democratic Republic is set up here in the US, HR is part of the ‘checks & balances’ that make good businesses (and countries) work.

This course is intended to be practical, real world, and useful for the newly minted MLHR over the next 3-5 years, laying a foundation that should extend beyond that, too.

Some of the topics the course will examine will include – an overview of the drivers of certain business/industries/functions (i.e. R&D, Sales, Retail/Service, Tech, Entertainment, Media, and Boards of Directors) along with some current business methodologies and trends (i.e. Design Thinking, Executive Coaching, Data Science). In studying these business topics, you will be continuously challenged with how to diagnose the drivers (what's important?), the players (who's important, what do they need?) and your solutions/support strategy (coaching, talent assessment, etc.) I am also a certified executive coach and believe that coaching skills are critical for the HR manager. We will briefly discuss the role of coaching, it's challenges and uses as well. Finally, we will spend ample time analyzing what culture is, it's levers, and your role in upholding, shaping and identifying culture.

Attendance in each class session is essential to gaining maximum learning from this course and students are strongly encouraged to manage their schedules accordingly. **Attendance at the first and last class sessions is absolutely mandatory. If for some crazy reason (like the robots are attacking, you need to miss a course, my ask is that you submit to me (via email) a one-page journal entry around one of the assigned reading topics. This is not a summary but more an editorial on your feelings and thoughts on the topic.**

Weekly Assignments:

I expect the students embarking on this career adventure be keen to the movements of the corporate world. Each week you will be expected to read through *The Wall Street Journal* in search of a relevant article that holds your curiosity, particularly around an HR topic.

You will also be asked at the beginning of each class to recount a time in the previous week in which a subject we discussed in class rose to your attention. The goal of these two exercises is to keep you engaged and thinking outside of class, to bring the present day into our discussion and to reiterate important points for optimum retention and understanding. Building these anticipatory muscles are key to adding value as an HR Generalist. Typically your task list will not be clear or even timely given the speed by which most organizations move. I will encourage you to decide for yourself what's actually going on at your firm, help you build a set of filters to be sure you actually know what is important (and what is not), and the wherewithal to address the need appropriately and effectively.

Case Method Approach

For most classes, we will engage in a case analysis. I will provide questions to consider the week prior to the case (if you want questions earlier you can email me for them). My expectation is that you will take the discussion seriously and understand that your involvement is critical to the learning environment. For a quick framework, please use the following to organize your thoughts:

1. Define the problem: Describe the type of case (decision, problem, best/worst practice) and what problem(s) or issue(s) should be your focus.
2. List any class topics that can be applied: Write down any principles, frameworks, theories or reading (i.e. *design thinking*, *STARS*, *radical transparency*) that can be applied to the case.
3. List relevant qualitative data--List relevant quantitative data.
5. Describe the results of your analysis: what evidence do you have?
6. Describe alternatives: List and prioritize all recommendations that come out of your analysis
7. Stand up with your preferred action plan. Don't be afraid of being wrong, dissonant views usually bring out the best solutions and discussions!

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MHR 7321-- FALL 2017

SESSION DATE TOPIC

1 Thursday
8/24 **COURSE INTRODUCTION**

Guiding Principles

HR needs to know it all, to a degree.

HR morphing into Talent

Ombudsman/woman, Ethical core, Checks & Balances

Assert yourselves, the challenge is before you!

Get to know each other a little bit

Frame up the semester, create learning covenant and flight plan

Please have survey filled out prior to class

2 Thursday
8/31 **START THE DIAGNOSIS: Brands, Values, Strategy, and the Future**

What's a brand?

How do businesses earn \$? What's the core? The strategy?

Readings:

- Cassidy, John, "Mastering the Machine," The New Yorker, 7/25/2011
- Losey, Meisinger, Ulrich, *The Future of HR Management*; SHRM/Wiley 2005, Chapters 16-17, pages 134-154
- Pink, Daniel H., "A Whole New Mind: Why Right-Brainers Will Rule the World," Riverhead Books, 2005: Chapter 1-3, pages 1-61
- First 90 Days

Videos and discussion. Prepare for case analysis going forward.

3 Thursday
9/7 **INNOVATION COMPANIES: R&D 1**

What is Design Thinking?

Why are some MBA programs considered vocational?

Readings:

- Martin, Roger, "Design Thinking Like a Designer Can Create Sustainable Advantage," 5497BC| 26p

Case:

Mak vs. Canadian Corn Hybrid Research Institute (HBS 906C09)

<u>SESSION</u>	<u>DATE</u>	<u>TOPIC</u>
4	Thursday 9/14	R&D 2 <i>Readings:</i> <ul style="list-style-type: none"> • Knott, Anne Marie, “The Trillion-Dollar R&D Fix,” HBR (R1205D) • Jeppesen & Lakhani, “Getting Unusual Suspects to Solve R&D Puzzles,” HBR (F0705H) <i>Case:</i> PremiumSoft: Managing Creative People, Hong Kong University (HKU937)
5	Thursday 9/21	CULTURE AS BUSINESS LEVER Introduce Group Assignment <i>Readings:</i> <ul style="list-style-type: none"> • Sorensen, Jesper “Note on Organizational Culture,” 9/1/2009 • Kotter, John P, “Anchoring New Approaches in the Culture: Overcoming Barriers to Organizational Change,” 4731BC, 16p <i>Case:</i> Zappos.com 2009: Clothing, Customer Service, and Company Culture, (610015).
6	Thursday 9/28	BOARDS: What’re they good for? <i>Readings:</i> <ul style="list-style-type: none"> • Beaty, David R. “The Role of the Chair: Orchestrating the Board” Rotman Magazine, Spring 2012, Pages 48-53 • Sonnenfeld, Jeffrey; Kusin, Melanie, Walton, Elise, “What CEOs Really Think of Their Boards, R1304H-PDF-ENG, Aug 09, 2013 • <i>ADD BUS 1st A&F Article</i> • De Kluyver, Cornelis A. “A Primer on Corporate Governance 3: The Board of Directors: Role and Composition,” 1/31/2009 • Women on boards of directors: Why skirts in seats aren't enough, Stacey R. Fitzsimmons (BH499-PDF-ENG) Aug 09, 2013 <i>Case:</i> Board of Directors at Medtronic, Inc. Norman Spaulding; Katharina Pick; Alexis Chernak; Jay W. Lorsch *** Due: 2-page write-up Women Board Directors: Championing the Tough Issues; Alison Konrad; Nancy McInerney-Lacombe W13302 <i>Take home assignment:</i> Fill out Personal DISCernment Inventory/CWQ

7 Thursday **CULTURE CONTINUED: ASIA v USA**
10/5

Readings:

- Ibarra, Herminia, "National Cultures and Work-Related Values, The Hofstede Study," 496044, 1/31/1996

Case: Establishing an "ECL" Culture in China: Organizational Difference or National Difference?" Wong, Gilbert; Chan, Scarlet, Ho, Mary. HKU 155

8 Thursday **SERVICE/RETAIL 1**
10/19

It's a nasty business, but someone's got to do it...
Brand Retailing

Readings:

- Reichheld, Fred, "From Score to System: How the Net Promoter Score (NPS) Grew from a Metric to a Management System," HBP Chapters (8573BC)
- Nohria, Gorysber, Lee, "Employee Motivation: A Powerful New Model," R0807G
- Charan, Ram, "Home Depot's Blueprint for Culture Change, HBP (4079)

Case:

Collision Course: Bob Nardelli and the Home Depot Shareholders (IMD 352)

*** **Group Assignment Due:**

Two page write-up on situation at Yahoo! If you as an HR manager at Yahoo!, how would you interpret the vision of the new leader, Marissa Mayer. Where is she focused? How has she changed the company? What would you 'get in order' for her? Use the article "A Makeover Made in Google's Image" by Amir Efrati, WSJ 8/8/2012 to devise your answer.

9 Thursday **SERVICE/RETAIL 2**
10/26

Readings:

- Kumar, Isabella, "Wal-Mart Through An Associate's Eyes: Ria Kuma's In-Store Experience (B)," Darden (UV3247)
- Shellenbarger, "Workplace Upheavals Seem to Be Eroding Employees' Trust," WSJ, 6-21-00

Video Case:

Leadership, Culture and Transition at lululemon

10 Thursday **TECHIE 1**
 11/2

Future focused

Readings:

- O'Toole and Bennis, "What's Needed Next: A Culture of Candor," Harvard Business Review, 6-2009
- Martin, Roger, "*The Balancing Act: How Design-Thinking Organizations Embrace Reliability and Validity--Creating an Environment That Fosters Innovation*," HBSP (5501BC)

Case:

*** **Design Thinking and Innovation at Apple, HBS Premiere (609066)**

11 Thursday **DESIGN THINKING ACTIVITY**
 11/9

Readings:

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12 Thursday **ETHICS**
 11/16

Readings:

- Evje, Brian, "Jamie Dimon, Leadership, and the London Whale," Inc.com, 5/17/2012
- Hayward, Mathew, "Hubris: Bad for Business," BizEd, Nov-Dec 2007
- Wayne, "A Promise to Be Ethical in an Era of Temptation," NYT, 5-30-09

Video clips on value-based leadership.

Note: Final exam case(s) distributed (due 12/11)

Due:

Not Optional: Come to class with an business ethics article from popular press (NYT, WSJ, Variety, etc.). Be prepared to talk about your take.

***Optional Term Paper on Final Case.
 (Distributed in week 10.)***

13 Thursday
 11/30

COACHING: An Overview:

- Prior, Barrett, "Collaborative Role Coaching: Releasing the New Leadership Energy Spontaneity and Creativity"
- Executive Coaching: When Bosses Need Help, 6112BC, 8/10/04
- Ludeman, Erlandson, "Coaching the Alpha Male," R0405C

14 Thursday
 12/7

COACHING 2

Class Review

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FUNDAMENTALS OF BUSINESS EXCELLENCE II

Fall 2017

BASIS FOR GRADES*:

<u>Date</u>			<u>High Pass Eligible</u>	<u>Honors Eligible</u>
9/28	1-2 page write-up on Women on Boards Article	(Individual)	25%	25%
10/19	Two-page write-up on Article	(Group)	35%	35%
11/16	* <u>Optional</u> six to eight page term paper on final case.			20%
	Attendance/Participation		40%	20%
			<hr/> 100%	<hr/> 100%

*Students are eligible to receive a maximum High Pass (B) grade by satisfactorily completing the first two written assignments (individual and group). To be eligible to receive an Honors grade (A), students must also complete a final term paper (individual). The term paper will be worth 20% of the final grade and attendance will be worth 20% for students who choose to write the paper.

There will be one Group assignment.
Groups are to be comprised of 3 or 4 students.

There will be NO final examination.