

BUSMHR 7261 – Leadership
Course Syllabus
AU 2016 (Section 4407)
Fisher College of Business
The Ohio State University

Professor Information

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Course information

Days: Tuesday, Thursday
10:15 am - 11:45 am
Gerlach Hall 265

Office Hours

Tuesday 3:00 pm – 4:30 pm
Wednesday 3:30 pm – 5:00 pm
Or by appointment

Course Description

This course is about how to analyze and improve your leadership capabilities. Within this theme, we will have a ‘personal and practical applications’ bias. While there are many skills and abilities encompassed in leadership (many of which were covered in BUSMHR 7260), knowledge of these skills are useless unless one can put this knowledge into action and improve one’s capabilities. It is this personal leadership improvement process that will be the focus of the next 7 weeks. In so doing, we will draw on the latest knowledge from practice and research in order to help students have a deeper understanding of how leadership is enhanced and derailed in organizations. Specifically, we will address topics such as good vs. bad leadership, decision-making, ethics, time management, self-regulation, social networks, and overcoming adversity. Typically, we will explore one theme per week using cases, lectures, assessments, and/or exercises. We will also incorporate other learning methods such as videos, class discussions, and presentations to emphasize the topics covered in the class.

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 be able to analyze and understand effective and ineffective leadership practices.
2. To increase your understanding of leadership behavior in organizations, and to increase your understanding of how to effectively adapt your behavior in order to achieve your own leadership and performance goals.
3. To increase your understanding of your own leadership strengths and weaknesses.
4. To learn from the personal experiences of your classmates and enjoy the learning experience.

Achieving these objectives as well as student understanding and performance will be a function of both class attendance and keeping up with the readings. Therefore, regular attendance throughout the quarter is important. It is also important that you stay intellectually engaged in the class. Come ready for class and expect to participate in each class session

Required Readings

1. *StandOut*, Marcus Buckingham, Thomas Nelson, 2011 (hardcover), ISBN: 978-1400202379 – purchase through Amazon or other book vendor. It is best to purchase the book new as the book comes with a code to take the StandOut assessment that we will be discussing in class. If you buy the book used, the code will likely have been used and you will have to purchase access to the StandOut assessment separately
2. Digital course packet (purchased through the link posted on Carmen)
3. In addition to the course packet, some readings will need to be downloaded via the Carmen site for this course. Course information, PowerPoint presentations, etc. will also 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. In general, I will post my slides for a class prior to the class.

Evaluation

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

- 20% Class Participation
- 30% Group Leadership Assessment Paper
- 10% Group Leadership Assessment Presentation
- 40% Individual Leadership Assessment Paper

Class Participation (20%). Participation is essential to the success of this class. Participation does not mean simply being in class and participating in the exercises. This is assumed in class attendance. Rather, participation consists of demonstrating that you are prepared for class by making comments / asking questions in class. Making comments / asking thoughtful questions in class will be measured by the extent that you vocalize your thoughts in class. My expectation is that everyone will regularly vocalize their thoughts during our class sessions. However, I will also emphasize the quality of your comments / suggestions.

Quality comments can be characterized by one, or more, of the following attributes:

- Applies theories or concepts from the readings or lectures
- Moves the discussion forward by building on previous contributions with new insights
- Constructively challenges a previous comment or analysis
- Asks insightful questions

The assessment of making comments / asking questions in class is a cumulative process where you earn points throughout the course. If you do not make any comments in any of the classes throughout the course you will receive a 0 on this portion of the grade.

In addition to your comments, your participation in this class is to be professional. More specifically, you will be expected to treat this class like you would any other business situation. For example:

- You will be expected to be respectful of your fellow students with regards to your class comments and behaviors. Challenging of ideas is encouraged, but it must be done in a respectful manner.

- You will be expected to turn off cell phones during class.
- You will be expected to attend class
- You will be expected to come prepared for class
- You will be expected to be on time for class
- You will be expected to notify the instructor if you will miss or be late to class
- You will be expected to avoid surfing the internet or engaging in e-mail correspondence during class
- You will be expected to avoid side conversations during class

If you engage in behavior that is deemed unprofessional, points will be deducted from your participation grade.

Group Leadership Assessment Paper (30%) & Presentation (10%). Groups will be responsible for analyzing a leader of their choice (8 pages max, double-spaced, 1" margin, 12 pt font). Details of this assignment will be distributed in class. This assessment is due on Tuesday, September 20th at the beginning of class.

In addition to your written analysis your group will make a formal presentation (10 - 15 minutes) on the day your assigned case is to be discussed in class (see the class schedule). The presentation will be graded on the clarity and style (e.g. good slides, good volume, eye contact, & connection with audience) of the presentation as well as the content. 20% of each group's presentation grade will be determined by their classmates and 80% will be determined by the professor.

You will be expected to work effectively with your group members and make a significant contribution toward the group's work (the group case analysis and presentation). If you do not make a contribution to your group then your grade on both the paper and presentation may be lowered.

Individual Leadership Assessment Paper (40%). Each student is required to submit a written analysis of their own leadership capabilities (6 pages max, double-spaced, 1" margin, 12 pt font). Details of this assignment will be distributed in class. This assessment is due on Thursday, October 6th at the beginning of class.

Academic Integrity

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, 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](http://studentaffairs.osu.edu/pdfs/csc_12-31-07.pdf) [can be found at http://studentaffairs.osu.edu/pdfs/csc_12-31-07.pdf], and that all students will complete all academic and scholarly assignments with fairness and honesty. Ignorance of the Code is not an excuse for violation. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct." Additional guidance for maintaining academic integrity can be found at [Ten Suggestions for Preserving Academic Integrity](http://oaa.osu.edu/coamtensuggestions.html) [can be found at <http://oaa.osu.edu/coamtensuggestions.html>].

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, so we recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

While most students have high standards and behave honorably, like every academic institution, I encounter cases of academic misconduct. It is the obligation of students and faculty to report suspected cases of academic and student misconduct. Students can report suspected violations of academic integrity or student misconduct to faculty or to a program's leadership. All reported cases of academic misconduct are actively pursued and confidentiality is maintained.

General Comments

Any issues concerning grading (e.g. project grade) need to be called to my attention via e-mail within one week of receipt of the grading. Any student with special accommodation needs due to a disability should speak to me within the first two weeks of the course. Students with these needs are responsible for making me aware of their situation.

Course Outline and Assigned Reading*

Week 1 Course Introduction

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|---------------|---|
| Tue, Aug 23 | Class Overview & Framework |
| | Reading: |
| | <ul style="list-style-type: none">• What Makes A Leader? (Carmen) |
| Thurs, Aug 25 | Reading: |
| | <ul style="list-style-type: none">• Primal Leadership (HBP Course Packet) |

Week 2 Good vs. Bad Leadership

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|--------------|--|
| Tues, Aug 30 | Seeing The Bad |
| | Reading: |
| | <ul style="list-style-type: none">• Leadership Run Amok (Carmen)• How (Un)Ethical Are You? (Carmen) |

Thurs, Sept 1

Facebook

Reading:

- Why Good Leaders Make Bad Decisions (Carmen)
- The Education of Mark Zuckerberg (Carmen)
- Too Immature to Be CEO? (Carmen)
- Mark Zuckerberg – 2010 Person of the Year (Carmen)
- Before You Make That Big Decision (Carmen)
- Hidden Traps in Decision Making (Carmen)

Week 3 Good vs. Bad Leadership

Tues, Sept 6

Leadership Strengths

Reading:

- StandOut Book (Chapters 1 – 4, In Ch. 3 you only need to read the 2 roles you scored highest on, you may want to skim the other roles)
- Complete the StandOut Assessment

Thurs, Sept 8

Ethical Leadership

Reading:

- Learning to Navigate the Rough Sea of Ethics (Carmen)
 - Riding A Fine Line Case (Carmen)
1. What are the options available to the manager in this case?
 2. Is there an ethical issue in this case? Why or why not?
 3. Place yourself in the shoes of this manager, what would you do? Why?

Week 4 Developing Your Leadership

Tues, Sept 13

Learning

Reading: None

- A Day in the Life of Alex Sander (Course Packet)
- Fear of Feedback (Carmen)

Thurs, Sept 15

Networks

Reading:

- Network Assessment Exercise (Course Packet)
- How Leaders Create and Use Networks (Carmen)
- Connect, Then Lead (Carmen)

Week 5 Presentation Week

Tues, Sept 20 Leadership Assessments (1)

Group Leadership Assessment Due (All Groups)

Group Leadership Assessment Presentations (1/2 of Groups)

Thurs, Sept 22 Leadership Assessments (2)

Group Leadership Assessment Presentations (Other 1/2 of Groups)

Week 6 Dealing With Leadership Challenges and Failure

Tues, Sept 27 Mount Everest Leadership Simulation

Reading:

- Simulation Materials (Course Packet)
- Realizing What You're Made Of (Carmen)

Thurs, Sept 29 Mount Everest Leadership Simulation Debrief

Reading:

- Moments of Greatness (Carmen)
- How To Bounce Back From Adversity (Carmen)

Week 7 Improving Your Leadership

Tues, Oct 4 Time Management

Reading:

- Making Time For The Work That Matters (Carmen)
- Time Robbers: How to Defeat Them (Course Packet)
- Supplemental Time Management and Delegation Material (In Class Offering)

Thurs, Oct 6 Closing Thoughts

Reading:

- The Will Power Instinct – Chapter 2 (Course Packet)
- Discovering Your Authentic Leadership (Carmen)

Individual Leadership Assessment Due

*** I reserve the right to make changes to the readings and/or topics as needed**