

Management and Human Resources (BUSMHR 4520)
Leading High Performance Firms
Fisher College of Business
Autumn, 2016
Monday – Wednesday, 11:10 AM – 12:30 SB 319
(Syllabus is subject to change)

Faculty:	Dr. Judy Tansky	Office Phone:	292-0532
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COURSE URI	http://www.carmen.osu.edu		

Course Description and Objectives:

We hear more and more in the press about the fact that the entrepreneurial sector accounts for more and more of the growth in jobs. There is a key difference between starting a business and growing a business. The majority of small businesses fail to achieve meaningful growth, are marginally profitable, and operate as “mom and pop” businesses. This course focuses on concepts, frameworks, skills, and tools that can help a start-up become a sustainable enterprise that creates jobs for citizens and creates value for customers. It is also true that this course is applicable to all small businesses and the challenges that a small business owner/operator faces. You do not have to want to start your own business. The issues discussed are applicable for people who want to become involved in a start-up or who want to manage growth.

This course will explore the challenges and opportunities involved with leading a growing enterprise/high performance firm. Growth is the ultimate resource constrainer, stretching all resources and systems in a company to the limit and often beyond. Consequently, this course will tend to use a boundary-spanning approach, investigating management “at the limit” of what students may have already learned in other functional courses.

You will be working individually and within teams to understand how the “people management” issues, very broadly defined, affect the performance of organizations. This discovery goes beyond the traditional concept of human resource management although many of the issues of a growing firm include human resource management and legal concerns. The management team of a growing firm is often completely in the dark and oblivious to the issues that they are confronting or need to confront. The most pressing questions are often how to locate and recruit talented people, and how to manage and keep those people.

In terms of skill development, this course will focus on:

- your ability to use information that is available, critique it, understand it, combine it with your own ability to **be creative** and build something new
- general management skills and leadership skills

- your ability to market and sell your ideas to others – communication
- talking “business talk” – learning about business processes
- working well with others – leading discussions, working as part of a team, contributing within large group discussions, etc.
- organization, pacing your work to meet your goals
- problem solving
- ethics and social responsibility

You will be placed in a group. You will work with this group for the quarter. The groups will be based on diversity of academic background and information from your personal questionnaire.

Materials:

1 **Required.** A simulation called “Global Strategy” You will be given the information for this simulation in class

1. Optional. A human resource management text: Kulik, Carol T., 2004. Human Resources for the Non-HR Manager. New Jersey: Lawrence Erlbaum Associates. (This is available used on the web). Any human resource management text.
2. Good to Great by Jim Collins
3. New Book by Urban Meyer

Grading Scale:

A = 460 - 500	A- = 450 - 459	B+ = 440 - 449
B = 410 - 439	B- = 400 - 409	C+ = 390 - 399
C = 360 - 389	C- = 350 - 359	D+ = 340 - 349
D = 300 - 339	E = below 300	

Assignments and Grades:

Assignment	Points
Attendance (on time- for entire class)	30 points
Participation in class	20 points
Compensation Case Dec. 5	20 points
Strategy paper for simulation – group Sept 21	50 points
Quiz over simulation – individual Nov. 30	40 points
Quiz over material – Nov. 21	40 points
Paper over simulation Nov. 30	100 points
Results of simulation – who wins Profit, triple bottom line, share price, market share	30 points
Presentation over simulation Nov. 16	100 points
Quiz over course Dec. 7	40 points
Evaluation of team members Dec. 7	30 points
Total	500 points

Tentative Course Schedule (Subject to Change) a

Aug 24

Class Objective: Class introduction and organization

Aug 31

Class Objective: Introduction to Strategy

Class Activity: Discussion of Strategy, Mission, Objectives, Plans, and Policies – assignment of teams for project

Sept. 7

Class Objective Gain knowledge of simulation

Class preparation Get registered for simulation

Class Activity Start discussion of simulation in class – Globe Strat

Sept 12

Class Objective Gain knowledge of simulation

Class Activity Continue discussion of simulation in class – Globe Strat

Sept 14

Class Objective: Start preparing for simulation

Class Preparation:

Class Activities: Discussion of strategy, mission, objectives, plans and policies
Look at actual decision making on strategy

Preparing group paper on strategy – due Wed. Sept. 21

Assignment sheet with expectation and points discussed

Sept 19

Class Objective: Continue preparing for simulation

Class Preparation: Read manual for simulation

Already discussed in lecture

Class Activities: answer questions over simulation, group work
on simulation, prepare for practice decision

Sept 21

Class Objective: Practice decision processed beginning of class

Class Preparation: Discuss practice decision

Class Preparation: Read manual for simulation, prepare decision

Class Activities: Discuss practice decision over simulation

STRATEGY PAPER DUE IN CLASS

Sept 26

Decision 1 processed beginning of class

Class Objective: Prepare for simulation.

Class Preparation: Read manual for simulation

Class Activities: Discuss simulation

Oct 3

Class Objective: Understand purpose of Good To Great

Class Preparation: Good to Great – chapter 2 – Level 5 Leadership
Quiz over simulation
Class Activities: Start discussion of Good to Great
Quiz over simulation

Oct 5

Decision 2 processed beginning of class

Class Objectives: To understand the simulation decisions, to understand
A different viewpoint on leadership and organizational
Success.

Class Preparation: Prepare Decision 2

Class Activities: Read Forbes Article on Butler Basketball
Discussion of Decision 2 and Forbes Article

Oct 10

Class Objectives: To understand “Creating Shared Value”, Corporate Social
Responsibility and planet or “green”

Class Preparation: Read “Creating Shared Value”, Harvard Business Review,
Jan/Feb, 2011. Page 62

Class Activities: Class discussion on CSR and Green

Oct 12

Process Decision 3 beginning of class

Class Objectives: Understand simulation, to understand the importance of
people

Class Preparation: Read Good to Great – chapter 3

Class Activities: Discuss Decision 3, First Who - ThenWhat
Begin Discussion of legal issues with emphasis on employment
issues

Oct 17

Class Objectives: Understand simulation, to understand the importance of people,
legal issues and people

Class Preparation: Legal issues

Class Activities: discussion of legal issues with emphasis on employment issues
In-class exercise

Oct 19

Process Decision 4 beginning of class

Class Objectives: To understand the need for a hiring policy. To understand the
process involved in filling a position. To understand processes one
can use when determining who to hire and how to interview

Class Preparation: Prepare decision 4

Class Activities: Discuss decision 4, discussion of material, in class exercise

Oct. 24

Process Decision 5 beginning of class

Class Objectives:	Understand simulation
Class Preparation:	Prepare decision 5
Class Activities:	Conclusion of recruitment, selection and labor markets

Oct. 26

Process Decision 6 beginning of class

Class Objectives:	Understand simulation
Class Preparation:	Prepare decision 6
Class Activities:	To understand the necessity of performance appraisal In Class exercise

Oct. 31

Process Decision 7

Class Objectives:	To understand your business
Class Preparation:	Prepare decision 7
Class Activities:	Discussion of assignment for paper over simulation and presentation

Nov. 2:

Class Objectives:	To work on simulation paper and presentation
Class Activities:	To work on simulation and paper presentation Points for simulation

Nov. 7

Class Objectives:	To work on simulation and paper presentation
Class Activities:	To work on simulation and paper presentation

Nov. 14

Class Objectives:	To understand why training and employee development are Important
Class Preparation:	Look up on Web
Class Activities:	Discussion of Training and development

Nov. 16

Class Objectives:	To present your simulation
Class Preparation:	Prepare group presentation
Class Activities:	Each team gives 12 to 15 minute presentation

Nov. 21

Class Objectives:	To discuss various reward systems and issues involved with pay. To understand the need for developing processes and programs that will help retain employees
Class Activities:	Discussion of pay – Quiz over legal issues, recruitment and Selection, performance appraisal, corporate social responsibility and shared value.

Nov. 23, 24, 25

Thanksgiving break

Nov. 28

Class Objectives:

To finish discussion of pay

Class Activities:

Discussion, class exercise, assignment of individual compensation case

Nov. 30

Class Objectives:

To discuss employee benefits

Class Preparation:

Look on Web

Class Activities:

Discussion of employee benefits, **simulation paper due**

Dec. 5

Class Objectives:

Discuss Chapter 4 in Good to Great

Class Activities:

Confronting the Brutal Facts – bring examples to class

Compensation case due

Discuss Chapter 5 in Good to Great – The Hedgehog Effect

Dec. 7

Quiz over training and development, compensation, benefits, And other material covered since last quiz - evaluation of team members

Process for a Grade Appeal:

You must contact Dr. Tansky within one week of when an assignment is returned to you if you want to appeal your grade.

Step 1: You must give Dr. Tansky a written appeal specifically describing in detail why you believe your grade is not correct. The written appeal must include a copy of the assignment that was graded.

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; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

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/coamfaq.html#academicmisconductstatement>