

MOUNT ST. JOSEPH UNIVERSITY
MGT 602-S7 Leadership in Organizations

Instructor	Joseph Carter
Contacts	513-967-5197
Office	None
Office Hours	Available Upon Request
Credits	3 hours
Prerequisite	none
Class Meetings	Saturday's 8:30 a.m. – 12:30 p.m.
Required Text	Noted Below

Course Description: This course covers leadership, motivation, communications, group dynamics, decision-making, interpersonal relations, and change. Specific topics include: Being an Entrepreneurial Leader, Working Well with Others, Creating and Leading Effective Organizations, and Leading Change.

Course Objectives:

At the conclusion of the course students are expected to:

1. Utilize theories of leadership and influence when discussing stakeholder analysis
2. Explain theories of motivation as a method of diagnosing and intervening in group process
3. Demonstrate the ability to give and receive feedback, manage conflict, and work cross-culturally integrating group dynamics
4. Recommend actions to enhance performance management, with special attention to ethical dilemmas that may arise.
5. Analyze the complexities of organizational culture
6. Analyze ethical situations involving employee honesty
7. Plan for leading change

Required Text: electronic versions of all books are available

- Strength-Finder 2.0 (Rath) ISBN 978-1-5962-024-8 Gallup Press
- Myers Briggs Type Indicator – <https://www.mbticomplete.com/contents/learnmore.aspx>
- How The World Sees You (Hogshead) ISBN 978-0-06-223069-0 HarperCollins Publishers
- The Fifth Discipline in 15-Minutes (electronic copy)
- Shift: Inside Nissan's Historic Revival (Ghosn) ISBN 0-385-51291-0 Doubleday
- The Leadership Pipeline: How To Build The Leadership Powered Company 2nd Edition (Charan, Dotter, Noel) ISBN 978-0-470-89456-9 Jossey-Bass

Typical Class Agenda:

Team and Class Discussion Pre-work – You will be assigned to read articles, book summaries, and books that are intended to increase your awareness on several business topics and methodologies. You will then be required to complete written assignments based on the material assigned. The assignments should be considered as pre-work for both small team and large class discussions. The degree to which one prepares for class will be in direct proportion to the value offered and the value extracted from the in-class discussions.

Small Team Breakouts – Team breakout sessions will be scheduled to enable the exchange of key insights within a small team environment. The focus of the breakouts will be to share / capture significant insights, implications, and lessons learned associated with the readings, topics, and written assignments for the week. The small team breakouts present a unique opportunity for you to receive authentic feedback and feed-forward from a respected team of peers within a mutually supportive environment.

Entire Class Discussions – We will have multiple class discussions on a variety of topics throughout the course. Your preparation prior to class meetings and the quality of the outputs generated during the small team breakouts are vital to the effectiveness of the discussions.

Reflection – At the end of each class we will provide an opportunity to express what you extracted from the class pre-work, in-class exercises, and the class discussions that will enable you to be a more effective leader.

Confirmation of Upcoming Assignments – Upon the conclusion of the class discussions we will ensure everyone is clear on the assignments for the following week.

Class Participation and Attendance:

I combine lecture with interactive discussion and other activities during class periods. I have found that MBA's get more out of the class – as do I – when we discuss the material, rather than our class consisting of a steady diet of my talking and your listening. In MBA courses, a critical aspect of your learning is hearing the experiences and opinions of your fellow students. This entails your participating in our class discussions and small team breakouts to sharpen your critical thinking and influencing skills. Our discussions will center on applying the course material to a variety of business situations so you can develop an understanding of how you can use the concepts in your career. As such, your attendance in class is critical to the value offered and extracted. Accordingly, if you miss more than one class, or part of more than one class, your final grade may be lowered by one full grade.

Policies:

Academic Honesty: Integrity is a necessary attribute for the person who desires to become a part of the legal environment. Unlike some other professions and disciplines, we usually do quote and paraphrase the writings of others -- such as cases that support our position. The College has a policy on Academic Honesty and related procedures, which is thoroughly explained in the Catalog. In general, when paraphrasing another's ideas you should always acknowledge the source, and when

copying another's exact words you should also place quotation marks around the quoted language. If you are unsure of a specific situation, please ask me.

Incomplete Grades:

A student must initiate a request for an "I" (incomplete) grade with an instructor by the last week of classes. The completed form must be submitted by the student to the Office of the Registrar prior to exam week. An "I" (incomplete) grade is only assigned by an instructor for a student who has made significant academic progress in the course, but for a serious reason has not fulfilled all requirements. If a student is unable to finish some required assignments or examinations, the student should petition the instructor for an "I" (incomplete) grade. The remaining specific assignments or examinations yet to be completed must be listed on the petition with an agreed upon completion date. The specified student course work must be completed and submitted to the instructor no later than the completion date agreed upon by the student and instructor. If an "I" grade is not changed by the time specified in the grade conversion schedule, the "I" grade will automatically convert to an "F" (failing) grade.

Disability Policy:

Students with documented disabilities are encouraged to speak to course faculty at the beginning of the semester. In compliance with Section 504 of the Rehabilitation Act of 1973, the Mount St. Joseph University provides academic adjustments and auxiliary aids for students with physical or mental impairments that substantially limit or restrict one or more of such major life activities as walking, seeing, hearing, or learning. For more on individualized accommodation plans can be found @ <http://www.msj.edu/academics/disability-services/>.

Grading Scale:

A – 90% to 100%

B – 80% to 89%

C – 70% to 79%

F – 0% to 69%

Class Schedule – Assignments and Total Points Possible (next page):

With the exception of the assignment that will be completed during the first class, all assignments are due at the beginning of the class that it is assigned. Make sure to bring an extra hard copy of each assignment with you to class, as you will need a copy for the class discussions. Please, do ***not*** email completed assignments to the instructor unless approved ahead of time.

All word document written reports are to be formatted in 12-point Times New Roman font – 1” margins. Make sure to highlight and underline each section of your reports – for example – **Five Significant Discoveries**. A cover sheet is required for each out-of-class assignment – a template will be provided.

Class Schedule:

Class No.	Day	Topics	Reading Assignments
		First-class preparation	HBR articles: "What Makes a Leader" "What Do Leaders Really Do"
1	31-Oct	Leadership and Strategy	Polarity Mapping Global Leadership and Talent Index Corporate and Business-Level Strategies Intrinsic Investors Profitable Growth ROIC and WACC Organizational Health
2	7-Nov	Global Growth Demographics Talent Development	McKinsey article: "Global Growth: Can Productivity Save the Day in an Aging World?" BCG article: "Creating the People Advantage 2014-15"
3	14-Nov	Self-Awareness	Myers-Briggs Type Indicator <i>Strengths-Finder 2.0</i> <i>How the World Sees You</i> BCG article: "High-Performance Culture: Getting It, Keeping It"
4	21-Nov	Systems Thinking	<i>The Fifth Discipline in 15 Minutes</i> BCG article: "Transformation: The Imperative to Change"
5	5-Dec	Global Leadership	<i>SHIFT: Inside Nissan's Historic Revival</i>
6	12-Dec	Leadership Development	<i>The Leadership Pipeline: How to Build the Leadership Powered Company</i>

Assignments:

Class No.	Team Assignments	Total Possible Points	Individual Assignments	Total Possible Points	Combined Points Possible
1	Polarity Map	50			50
2	Team PPT	50	Individual PPT	100	150
	Team Word Doc.'s	50	Individual Presentation	100	100
3	Team Profile/Key Insights	100	Individual Word Doc.	100	250
			Strengths-Finder Report	50	
			Myers-Briggs Type Indicator Report	50	
4	Combined Insights	50	Advantages Report	50	150
			Fifth Discipline Transformation 2-page paper	100	
5	Combined Insights	50	SHIFT 2-page paper	100	150
6	Combined Insights	50	Rites of Passage Self-Assessment	100	400
			Improvement Plan	100	
			Succession Planning Improvement Plan	100	
			Business Model You	100	
			Business Model You Team Presentation	50	
		400		1000	1400
		29%		71%	

About your instructor: an executive coach and business improvement specialist

Joseph Carter has twenty-seven years of business leadership experience. He is AACSB Bridge Program certified and he has ten-years experience as a full-time faculty member of Xavier University's Williams College of Business. At Xavier he teaches leadership, strategic management, operations and entrepreneurship courses in the Executive MBA, MBA, and Undergraduate programs. He is the founding director of both the Xavier Launch-a-Business and the LaunchCincy initiatives, which connects entrepreneurs with business expertise. He was the Director of Operational Excellence for a \$2 billion business sector of an \$11 billion global industrial manufacturer and service provider. As the Director of Operational Excellence he was responsible for operational strategy development and deployment among fourteen sites located throughout North America, Europe and Asia. He has ten years experience as a global business consulting manager where he guided executive leadership teams through strategy assessment / development, strategic initiative prioritization, tactical plan deployment, change management and knowledge transfer. He's worked for firms such as Ingersoll-Rand Company, Harley-Davidson and Huff Corporation, where he gained multi-site start-up, operations and closure experience. He obtained both his undergraduate degree and executive MBA from Xavier University's Williams College of Business. He is a Lean Six Sigma Black Belt and has led numerous comprehensive value stream projects within businesses located throughout North America and Europe. He is certified in consulting fundamentals by the George Group consulting firm (formerly a private consulting firm acquired by Accenture in 2007) and he is experienced in formal acquisition due diligence and post acquisition integration methodologies.