

MARKETS & MANAGEMENT STUDIES 120

Managerial Effectiveness Course Syllabus – Fall 2011

George L. Grody 408-6212 & 257-7818 (mobile)

Foursquare Location = Grody's Class

ggrody@nc.rr.com or george.grody@duke.edu

Course Description: The course will investigate and discuss the theory and techniques used to deliver excellence in Organizational Leadership & Managerial Effectiveness. Emphasis will be given to leadership strategies that enhance organizational effectiveness. Topics include leadership, motivation and reward systems; decision making, power and politics; conflict management, globalization, and ethics; and organization culture, structure and design. Special attention will be paid to critical assessment of different options in organizational settings with an aim to produce informed ethical leaders and managers.

Course Objectives: Students will gain insights into: 1) the importance of creating the right environment and culture to an organization's success; 2) developing organizational strategies; 3) energizing and motivating an organization behind those strategies; 4) developing the people in the organization taking into account the diversity of those people; 5) executing those strategies; and 6) succeeding with a firm foundation of ethics and principles. My objective is that MMS 120 will be one of the most useful classes post-Duke that you take and will help you become more successful regardless of what field of work you enter when you graduate.

Course Materials: We will use one book: "*Manager's Toolkit: The 13 Skills Managers Need to Succeed*" by Harvard Business School. It can be bought at the Harvard Business School Publishing site or Amazon (which has lower prices). We will use a variety of articles that can be purchased through Harvard at a special link just for this course: <http://cb.hbsp.harvard.edu/cb/access/10130693> You can buy and download the materials there. This saves you about 50% from buying them on your own or from the bookstore. You should also register for the "Management Tip of the Day" and the "Leadership" newsletter at <http://email.hbr.org/preference-center/new?spMailingID=842181&spUserID=Mzc4ODUwMzM0S0&spJobID=24773559&spReportId=MjQ3NmM1NTkS1> as we will discuss these each class. Even though the class meets once a week, the readings can be lengthy and you'd be wise to break-up the reading assignments rather than doing them in one sitting on Sunday night or Monday afternoon before class. You should bring the assigned reading to each class.

Course Format: There will be a combination of lecture, team projects, and possible guest lectures. However, I want the class time to be more of a discussion and debate than a lecture. As class participation and your discussion leading are a large part (30%) of your grade, the expectation is that all assignments will be completed prior to the corresponding class and that this will lead to lively debate and discussion. It's during this debate and discussion when the real learning will occur. I won't be that interested in your being able to regurgitate the assigned material. I will be primarily concerned with how you leverage those materials to shape your own thinking and ideas to best understand key insights and how you'd successfully put those insights into use. I will form teams of 4-5 students that will be responsible for leading a class discussion on that day's assignment, a team project, and the presentation of that project in the last class.

Office Hours: I don't have set office hours but am available from 10:00am to 11:00pm seven days a week - just give me a call, text, or email (numbers and address noted above) to set-up. I do flunches and flinners (and bbq's at my house).

Class Engagement (30% of grade): There are five parts of course engagement. 1) The first is physical attendance. You need to be at every class unless you have a university approved absence or you contact me prior to class by text, email, or phone. Having to do work for other classes is not an acceptable excuse. Also, attending an employer info session is not acceptable either. Companies don't grant interviews based on who shows up. So go to the one that means the most to you. I've checked this with the Career center and with Emma Rasiel and they are in agreement. Punctual arrival is expected. 2) The second is mental attendance and class participation. You need to be mentally engaged in the discussions in class. This means paying attention and participating in the discussions. Based on feedback from past students, the materials and discussions are fun and engaging, so get involved. If you are usually a shy person who feels uncomfortable speaking in class, come talk to me so I can help you deal with the issue. Whether it's here at Duke or in any future endeavors, you're going to need to be participative at some point, so I can try and help you achieve this. As part of this: There will not be any phone, texting, emailing, internet or computer use during class. I know that some of you use your computer for taking notes during class. Unfortunately, I won't be able to accommodate you. As the class meets during dinner, it's ok to eat during class but please do it quickly and quietly. 3) The third is the weekly written assignment. For each class's assigned reading I'd like you to discuss what you thought were the most important 3-5 points for you to retain from the materials o help you become a great manager and leader and why they're important to you. These will form the basis for the class discussion and will be turned in at the conclusion of each class. Late assignments/papers won't be accepted

without prior notification and a real good excuse – I’ve heard a bunch that aren’t good. 4) The fourth is your results on the simulations that we’ll do through Harvard. There are three that you will do as a group and one you will do on your own. 5) The fifth is adherence to the Duke Community Standard. I expect you to do your own work. Also, as there will be group work, you should know that I consider group participants not doing their fair share of work, and thus taking credit for work to which they haven’t fully and fairly contributed, to be in violation of this Standard. Please note, you can’t get an overall A grade without being engaged in the class.

Leadership Brand (30% of Grade): Each of you will need to develop your own Leadership Brand. Your Leadership Brand will focus on: 1) What results/goals you want to achieve; 2) What you wish to be known for; 3) Defining your identity. I will share with you my brand and a few of previous students so you have an understanding of what a brand could look like. It’s a personal document that will require a great deal of introspection on your part. I’ve had my brand for over 15 years and am continually updating it as I learn more and get exposed to different people and situations. It has helped me stay focused during times of pressure and crisis. I’ve also shared it with those I work with every time I changed jobs/assignments. It’s helped people to get to know me quickly and understand me, my motivations, and how I operate. My hope is that it will do the same for you. Talking to previous students, it’s been very helpful in their job interviews.

Team Projects (40% of Grade): There will be three parts of your team projects. The first is that each group will be responsible for leading one class in a discussion of that day’s reading assignment. Your goal is to make the material engaging to help your classmates understand what they should learn and retain. Think about your own experiences as a student and what has made class interesting or what could make class interesting. You should put those thoughts into action. You should not just give a powerpoint presentation going over what was in the reading. You need to make the material come alive. Be creative! You can do role plays, debates, games, videos, guest speakers, send out links to current news articles of leadership and management to discuss in class. At the conclusion of that class, you will be rated by the class. The second is a debate on which E of the 11 E’s framework is most important. Each team will need to make a 10 minute presentation on a specific E. You cannot denigrate another E, you can only focus on the benefits of your E. Be creative! Feel free to use videos, internet materials, etc. At the conclusion of that class, you will be rated by the class. The third is your final project on understanding a specific organization or leader. This will require research and/or connecting with that organization – do not wait until the end of the semester to begin work on this. The team’s end result will be an analysis of the organization’s effectiveness based on the 11 E’s framework, class materials and your thoughts and will also include areas where you think the organization can improve. You are encouraged to be creative in your development of the project (previous groups have developed videos, board games, etc.) I will meet with each team as needed during the semester to provide training/coaching and to ensure that each team is on-track and making progress. There are two parts to this project. The first is what you will turn in to me and the second is a 10 minute presentation on the last day of class that touches just the highlights of your project. At the conclusion of that class, you will be rated by the class. Also, I will ask each team member to assess their fellow team members by dividing 100 points among the members based on their contribution and collaboration throughout the semester.

Class Assignments

August 29 - Introductions, discuss expectations, walk-through syllabus, pop quiz, personal 1 pager

September 5 – Environment

- Power and Leadership - HBS
- Smell of the Place – Blackboard post
- 11 E’s – Blackboard post
- What is an Organization Culture - Harvard Business School
- Creating and Sustaining a Winning Culture - Harvard Business School

September 12 – Ego

- What Makes a Leader? - HBS
- Manager’s Toolkit: Chapter 11
- Managers & Leaders: Are they Different? – HBS
- Discovering Your Authentic Leadership – HBS

September 19 – Ethics/Ego

- 10 Mantras for Emerging Leaders - Bb Post
- Wallenberg: Leadership and Ethics - Bb Post
- Ethics: A Basic Framework - Bb Post
- Putting Ethics to Work - Bb Post
- Deception – Bb Post

September 26 – Edge

- Habits of Highly Effective Managers – Bb post
- Best of HBR on Leadership: It's Hard Being Soft – BP post
- The Leadership Code – Bb post

October 3 – Expertise

- Guide to Better Business Writing – HBS
- Making of an Expert - HBS
- Manager's Toolkit: Chapter 5
- Leadership Brand due

October 17 – Envision

- Manager's Toolkit: Chapters 12 & 13
- What is Strategy? – HBS
- How Successful People Think - Bb
- Strategic Simulation – Back Bay Battery – one person from each group will need to register, do this as a group prior to class and be prepared to discuss your results <http://cb.hbsp.harvard.edu/cb/access/10130123>

October 24 – Leadership Movie Day

- 12 Angry Men

October 31 – Engage

- Guide to Persuasive Presentations - HBS
- Manager's Toolkit: Chapter 6
- Level 5 Leadership - HBS
- Communicate for Buy-In – HBS
- Benihana Simulation - one person from each group will need to register, do this as a group prior to class and be prepared to discuss your results <http://cb.hbsp.harvard.edu/cb/access/10130248>

November 7 – Energize

- Manager's Toolkit: Chapters 1, 3 & 4
- Employee Motivation: A Powerful New Model – HBS
- Motivating Employees to Go Above and Beyond - HBS
- Why Incentive Plans Can't Work - Bb Post
- Change Management Simulation - one person from each group will need to register/pay, do this as a group prior to class and be prepared to discuss your results <http://cb.hbsp.harvard.edu/cb/access/10130381>

November 14 – Enable

- When Should a Leader Be Directive/Empowering? How to Develop Your Own Situational Theory of Leadership - HBS
- Manager's Toolkit: Chapters 2, 7, 8, 10
- Swimmers & Waterwalkers - Bb Post
- Project Management Simulation – You're on your own: <http://cb.hbsp.harvard.edu/cb/access/10130403>

November 21 – Execute

- Leading Change with the Strategy Execution System - HBS
- Manager's Toolkit: Chapters 9, 14, 15, 16
- The Secrets to Successful Strategy Execution – HBS

November 28 – Battle of the E's Debate

- Project Management

December 5 – Final Project

- Project highlights presentation
- Turn-in project