MARKETS & MANAGEMENT STUDIES 210 - Spring 2016
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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.

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 in life with a firm foundation of ethics and principles. My objective is that MMS 210 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 a variety of articles that will be posted on Sakai and others that can be purchased through Harvard at a special link just for this course: https://cb.hsph.harvard.edu/cbmp/access/44661947  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 bring the assigned reading to each class.  Also, register for the “Management Tip of the Day”, “The Daily Idea”, The Daily Alert”, “the Weekly Hotlist”, and the “Strategy” & “Leadership” newsletters so we can discuss them in class. Register at: https://email.hbr.org/preference-center/new  All of these are free.

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 3-4 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 11:00am 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 flinn (and bbq’s at my house).

Class Engagement (30% of grade):  There are four 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. 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. 3) The third is your results on the simulations. 4) The fourth 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 participating in the class discussions.

Leadership Brand (40% 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, and 4) defining your values. 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 (30% of Grade): There will be three parts of your team projects. 1) **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. 2) **The second is a debate on which E of the 8 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. 3) **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 8 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.

**Class Assignments**

Work to be completed by day listed.

Jan 13 - Introductions, discuss expectations, walk-through syllabus, pop quiz, personal 1 pager

Jan 25 Environment
- Smell of the Place – Sakai
- Swimmers & Waterwalkers – Sakai
- Authentic workplaces don’t try to make every the same – Sakai
- How company culture shapes employee motivation - Sakai
- Proof that positive workplaces are more productive – Sakai
- For the Chief of Saks, It’s Culture That Drives Results - Sakai

Feb 1 Expertise
- What makes an effective executive – HBS
- Managing your boss – Sakai
- What leaders really do – HBS
- What makes a leader? - HBS
- Ten fatal flaws that derail leaders – Sakai
- Seven transformations of leadership – Sakai
- New managers need a philosophy about how they’ll lead – Sakai

Feb 8 Expertise
- Nine Things Successful People Do Differently – Sakai
- Eight archetypes of Leadership – Sakai
- To become a leader, think beyond your role – Sakai
- What amazing bosses do differently - Sakai
- What kind of thinker are you? - Sakai

Feb 15 Ego-less
- "I Think of My Failures as a Gift"- HBS
- Managers & Leaders: Are they Different? – HBS
- Discovering Your Authentic Leadership – HBS
- Level 5 leadership – HBS
- In praise of the incomplete leader – Sakai
- Overcome the eight barriers of confidence – Sakai
- We like leaders who underrate themselves – Sakai
- Best managers are boring managers

Feb 22 Ethical
- Ethics: A Basic Framework - Sakai
- Putting Ethics to Work – Sakai
- Learning to navigate the rough seas of ethics – Sakai
- Why we love narcissists - Sakai
- Ethics of Competitive Intelligence, P&G vs Unilever – Sakai
- Ethics: P&G vs Unilever results – Sakai
- Ethics – Framing questions – Sakai
- Ethics – Identifying the stakeholders – Sakai
- Ethics – Recognizing ethical dilemmas - Sakai

Feb 29  Edge & Leadership Brand Due
- Best of HBR on Leadership: It’s Hard Being Soft – Sakai
- The Leadership Code – Sakai
- I’m the Boss, Why Should I Care If You Like Me – Sakai
- Stop/Start/Continue exercise in class

Mar 14 Edge
- Finding Order in Chaos: The Drive to Solve the Puzzle--How Great Leaders Remain Intellectually Confident Under Pressure – HBS
- Stop making plans, start making decisions – Sakai
- Crucibles of leadership – Sakai
- Organizational Behavior: Judgment in a Crisis Simulation – each person must register & pay at https://cb.hbsp.harvard.edu/cbmp/access/44663197

Mar 21 Envision
- What is Strategy? – HBS
- The Five Competitive Forces That Shape Strategy – HBS
- Disney Recipe for Strategy - Sakai
- Building your company’s vision – Sakai
- 5 strategy questions every leader should make time for – Sakai
- Back Bay Battery Sim pre-reading - Sakai
- Back Bay Battery Strategy Simulation – 1 person in each group must register & pay at https://cb.hbsp.harvard.edu/cbmp/access/44663274

Mar 28 Engage
- How to Give a Killer Presentation – HBS
- Three questions execs should ask their frontline employees - Sakai
- One more time: How do you motivate people? – Sakai
- Nice or tough: which really engages employees most – Sakai
- Be kind to your employees but not always nice – Sakai
- How to Make Employees Feel Like They Own Their Work – Sakai
- How to get employees excited to do their work – Sakai
- The easiest thing you can do to be a great boss – Sakai
- 4 Types of conflict and how to manage them - Sakai

Apr 4 Engage
- Hard Side of Change Management – HBS
- How Southwest Airlines hires such dedicated people – Sakai
- Leading across cultures is more complicated for women – Sakai
- Two sides of employee engagement – Sakai
- What separates great HR leaders from the rest – Sakai
- To lead change, explain the context – Sakai
- What every leader needs to know about followers - Sakai
- Change Management Sim pre-reading - Sakai
- Change Management Simulation –each person must register & pay at https://cb.hbsp.harvard.edu/cbmp/access/44663557

Apr 11 Engage
- Bringing Out the Best in Your People – HBS
- When Should a Leader be Directive or Empowering – HBS
- How Happy is Your Organization – Sakai
- Engaging your employees is good but don’t stop there - Sakai
- A Mental trick to help with challenging conversations – Sakai
- The limits of empathy – Sakai

Apr 18  Execute
- The Secrets to Successful Strategy Execution – HBS
- Leading Change with the Strategy Execution System - HBS
- Get your team to do what it says it’s going to do – Sakai
- Leadership that get results – Sakai
- 5 ways to close the strategy execution gap – Sakai
- Project Management pre-reading
- Project Management Simulation – each person must register & pay at https://cb.hbsp.harvard.edu/cbmp/access/44663836

Apr 25  **Battle of the E’s Debate & Final Project Due**