Instructor: Sherry Harsch-Porter, Ph.D.

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Email: sherry@porterbay.com

Response Time: Monday-Friday I check emails several times each day and will generally respond the same day. On weekends, I check emails once per day and will respond within 36 hours. I will respond to Blackboard posts within 24-48 hours throughout the week.

Course Format – Blended Learning
3.0 credit hours
June 11 – Online course (via Black Board) opens to students
August 8 – Online course closes – all assignments due
June 16 (Saturday, 8:00 to Noon) – Face to Face Class 1. Dress code is casual.
August 4 (Saturday, 8:00 to Noon) – Face to Face Class 2. Dress code is business casual.

Six (6) weeks of asynchronous on-line learning via Blackboard
Room Assignment for Face-to-Face Classes: Cupples II, Room L007

Course Overview
This compressed hybrid course provides an overview of effective management in engineering-, science- and technology-based organizations. The focus is on relevant theory and practical application applied to the individual, team and organizational levels. Topics include performance and career management, negotiation and influence, power and politics, mentoring and coaching, employee engagement, conflict management, succession planning, and organizational culture.

Required Course Materials
My goal in this course is to provide you with practical and applicable information backed by sound theory. Rather than a single textbook, we will be using a selection of readings, self-assessments, case studies and simulations.

1. Readings, simulations, on-line tutorials and case studies for this course are purchased as a Harvard Business School Course Pack. Please note that the Case Analysis Coach (tutorial) is optional. All other materials are required. Cost of the required course pack is $91.48. The optional Case Analysis Coach is an additional $5.00

If you do not already have an account set-up with Harvard Business Publishing, you will have to create one. Use this link to access the course materials:

http://cb.hbsp.harvard.edu/cbmp/access/79104441
<table>
<thead>
<tr>
<th>Item / Article</th>
<th>Course Module</th>
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<tr>
<td>TUTORIAL - Case Analysis Coach (Robert D. Austin; Robert L. Kelley)</td>
<td>Optional – to improve case analysis skills</td>
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<td>How Will You Measure Your Life?</td>
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<td>Managing Oneself</td>
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<td>Management Time: Who’s Got the Monkey?</td>
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<td>How Resilience Works</td>
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<td>Manage Your Energy, Not Your Time</td>
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<td>Overloaded Circuits: Why Smart People Underperform</td>
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<td>Be a Better Leader, Have a Richer Life</td>
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<td>Reclaim Your Job</td>
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<td>Moments of Greatness: Entering the Fundamental State of Leadership</td>
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<td>What to Ask the Person in the Mirror</td>
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<td>Primal Leadership: The Hidden Driver of Great Performance</td>
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<tr>
<td>HBR ARTICLE - How Leaders Create and Use Networks (Herminia Ibarra; Mark Hunter)</td>
<td>Modules 1 &amp; 2</td>
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<td>HBR ARTICLE Social Intelligence and the Biology of Leadership (Daniel Goleman; Richard Boyatzis)</td>
<td>Module 3</td>
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<td>TUTORIAL Harvard ManageMentor: Coaching (Linda A. Hill)</td>
<td>Module 3</td>
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<td>CASE Too Hot to Handle? How to Manage Relationship Conflict (Amy C. Edmondson; Diana McLain Smith)</td>
<td>Module 4</td>
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<td>CASE Checkmate: Using political skill to recognize and capitalize on opportunities in the 'game' of organizational life (Charn P. McAllister; B. Parker Ellen III; Pamela L Perrewe; Gerald R. Ferris; Daniel J. Hirsch)</td>
<td>Module 4</td>
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<td>TUTORIAL Harvard ManageMentor: Negotiating (Marjorie Corman Aaron; HBP Corporate Learning)</td>
<td>Module 5</td>
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<td>CASE CH2M HILL: Reinventing Organizational Careers (Karen Newman)</td>
<td>Modules 2 - 6 case analysis due</td>
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<td>HBR ARTICLE Choosing Strategies for Change (HBR Classic) (John P. Kotter; Leonard A. Schlesinger)</td>
<td>Module 7</td>
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<tr>
<td>HBR ARTICLE Leading Change: Why Transformation Efforts Fail (HBR Classic) (John P. Kotter)</td>
<td>Module 7</td>
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<td>SIMULATION Change Management Simulation: Power and Influence V2 (William Q. Judge; Linda A. Hill). There will be an overview of theory and a practice simulation in Module 6. You will participate in the simulation in Module 7 for course points.</td>
<td>Modules 6 &amp; 7</td>
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2. There are two self-assessments required for this course. A lab fee will be added to your student account when you enroll in the course to cover the cost. Instructions needed to take the assessments will be provided by me.

- **Everything DiSC-Management®.** This assessment is available to students at a discounted cost of $45 (retail is $90).
• **Thomas-Kilmann Conflict Mode Instrument.** This assessment is available to students at a discounted cost of $25 (retail is $50).

I purchase these assessments in bulk for use in my work with organizations which means I can offer them to you at a discount. The ED-Management will be used in Module 3 but you will have an assignment to complete it as soon as the semester starts so that I can use the results to assign teams. The TKI will be used in Module 4.

**Team Project – 30%**

30% of your course grade will be a group project designed to enhance understanding and experience with the course material. Team assignments and project details will be provided in the first face-to-face class.

This assignment contains two elements:

- **Part One (15%):** Your team will develop a detailed case study based on a composite of real-world situations and challenges. You will add additional fictitious data designed to obscure identities, add complexity and provide sufficient data to allow for meaningful analysis. This assignment is due by the end of Module 3. You will be given time in our first face-to-face class to work on developing your case.

- **Part Two (15%):** Your team will be assigned a case study developed by another team. As a team you will analyze the case and make recommendations. During Module 5, your team will be given your new case study. Your analysis and recommendations will be presented during our final face-to-face class.

All members of your team will receive the same grade for the course project. The grade will be comprised of two parts: the quality of the case you develop and the quality of the case analysis your team presents. Additional information will be provided to you in our first class.

For individuals who would like additional background and guidance on conducting a case analysis, I have included the option of purchasing *Case Analysis Coach* by Robert D. Austin and Robert L. Kelley as part of your Harvard Course Pack. This is a 90-minute self-paced tutorial.

**Professional Portfolio – 30%**

In lieu of traditional research paper, 30% of your final grade will be based on a series of short assignments designed as a professional portfolio. Your portfolio will include:

- A guided reflection of your ED-Management assessment with an action plan (goal selected by you)
- A professional development plan based around one goal (selected by you)
- A guided reflection of your Thomas-Kilmann Conflict Mode (TKI) assessment
- An action-learning exercise using the TKI to analyze a team/group of your choice
- An influence plan for an issue or outcome selected by you
- An analysis of your current professional network and a plan to enhance/widen it
- Other reflections or writing as assigned by instructor
Other requirements – 40%
As in other graduate courses an important part of your learning comes from your preparation for, and engagement in, classroom discussion with your peers and the instructor. For the online portion of this class, the opportunity for participation does not occur naturally and must be intentionally designed. This design will include on-line discussions, critical reflections, content quizzes, wiki projects and content analysis as assigned by the instructor.

Grading
Total points (excluding bonus points) = 1600
Team Project: 30% (480 points)
Professional Portfolio: 30% (480 points)
Online assignments and discussion 40% (640 points)

Grading Scale
> 93% = A
90 – 92% = A-
87 – 89% = B+
83 – 86% = B
80 – 82% = B-
77 – 79% = C+
73 – 76% = C
70 – 72% = C-
67 – 69% = D+
65 – 66% = D
< 65% = F

Due to the nature of the assignments in this class and the availability of extra credit work, A+ is reserved for truly outstanding work in the professional portfolio and online assignments.

Late and Missed Assignments / Bonus Points
This is a compressed course and at times it can be difficult to keep up with assignments given travel and work projects. To provide you flexibility in managing the workload, I will allow you to submit two late assignments without penalty. To take advantage of this option, you must meet the following requirements:

- You must tell me, in writing, in advance of the due date
- You must commit to a specific extended due date

For late assignments that do not meet the above criteria or those that go beyond the two penalty-free late assignments, I will deduct 5% for each day the assignment is late, with a maximum deduction of 20%.

There are five optional assignments which provide the opportunity for 60 bonus points.
Overview of Course Modules

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<th>Theme</th>
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<tr>
<td>1</td>
<td>Orientation  &lt;br&gt;Managing Self and Career &lt;br&gt;Face to Face Class June 16</td>
<td>June 11 – June 16</td>
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<tr>
<td>2</td>
<td>Managing Self and Career</td>
<td>June 16 – June 25</td>
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<td>3</td>
<td>Managing and Leading Others &lt;br&gt;Case Study due by July 2</td>
<td>June 23 – July 2</td>
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<td>4</td>
<td>Power and Politics  &lt;br&gt;Conflict</td>
<td>June 30 – July 9</td>
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<td>5</td>
<td>Influence &lt;br&gt;Negotiation &lt;br&gt;Case Studies redistributed for analysis</td>
<td>July 7 – July 16</td>
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<td>6</td>
<td>Organization Behavior:  &lt;br&gt;Succession Planning  &lt;br&gt;Talent Planning &amp; Acquisition &lt;br&gt;Change Management Simulation Practice (optional)</td>
<td>July 14 – July 23</td>
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<td>7</td>
<td>Organization Behavior: &lt;br&gt;Managing Change &lt;br&gt;Change Management Simulation</td>
<td>July 21 – July 30</td>
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<td>8</td>
<td>Project Presentations / Wrap-up &lt;br&gt;Face to Face Class August 4 &lt;br&gt;Case Study Presentations</td>
<td>August 4</td>
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In Modules 2 – 7 you can anticipate that there will be:

- **Content delivery**
  - Assigned readings
  - Self-paced tutorials
  - Recorded lectures
  - Links to online resources

- **Interactive Elements**
  - Discussion threads with required responses
    - Text or topic related
    - An ethical dilemma
    - A short case study
  - Discussion threads with optional responses
  - Water Cooler Chats (more informal and typically optional)
  - Participation in a simulation
• Deliverables
  o An activity (such as your personal introduction in Module 1)
  o An item for your Professional Portfolio
  o A quiz based on course reading material

• Group Case Project (as determined by your team)
  o Group work can be posted to your wiki – everyone can see/edit
  o Discussion threads that provide information
  o Asynchronous or synchronous chats, calls, video-conferences as agreed by your team

• Professional Portfolio – you will choose when/how your work on this

SPECIAL NOTE FOR MODULE 7:
Module 7 includes a single-player interactive simulation called “Change Management: Power and Influence.” You will not have access to the simulation until Module 6 when you will have the opportunity to complete a practice scenario.