

MIS-34185 001 12116
INDIVIDUAL & GROUP BEHAVIOR
FALL 2010
KENT MAIN CAMPUS



LEARNING IN LIVE FIRE!

TUESDAY & THURSDAY
5:30 PM – 6:45 PM
BSA 210

Professor Jim Williams
330 493-7592

jwilli55@kent.edu
jwilliams1993@neo.rr.com

INDIVIDUAL & GROUP BEHAVIOR

**If we do what we have always done we
will most assuredly get what we have
always gotten!**

COURSE OBJECTIVES

Upon completion of the course, the student should be able to:

- **Understand** the field of organizational behavior and its challenges
- **See and Grasp** the relevance of Behavior and Productivity as twin-sisters of competitiveness
- **Learn** the power of Situation Leadership to organizational effectiveness
- **Understand** motivation as a vital component of organizational growth
- **Learn** the pathway of the science of organizational behavior
- **Describe** Goal setting as a SMART model
- **Describe** the power of Mission, Vision, & Strategy
- **Discuss** the five types of power in an organization
- **Conduct** a business leadership Study Mission to assess the organizational culture
- **Describe** how a person can develop effective organizational skills

COURSE DESCRIPTION

This journey we are embarking on will be focused in avenues of / to / by / what is this thing called management as it ebbs and flow through the organization, the teams, and the individual and to the customer. Effective management enables an organization or an individual to be globally competitive. This will be an adventure into an environment of delivery pressure, heavy workload, time consumption and commitment to a team. This course is "live fire" meaning it is conducted in every way as life in the commercial fast lane so that it feels like the real world with all its good and not so good that goes with that. It is about learning, feeling, sensing, and understanding the vital nature of planning at a strategic, long view, wide footprint perspective.

Team development is not easy. Working in teams is not for the faint of heart or for those that love to bask in their own sun light or spot light. The Team is the core nugget to exemplary performance and we will utilize the Team process at every opportunity during our journey. The result of team-based work, while slower and more frustrating at times, will normally always yield a richer, deeper result that the organization can better utilize in its strive for global competitiveness. That is, after all is said and done, what this whole journey is about; preparing you to become part of an organization within which you can be part of the solution and less a part of the problem. There are four distinct gateways a group will go through on its journey toward being a team:

- Forming
- Storming
- Norming
- Performing

Strategic and Tactical; two very different yet very connected elements of a business enterprise that will be at the forefront of our time together in seeking to bring the light of clarity to their importance. As we begin the journey in 2010, the currents of traditional philosophies are more confusing with each passing day. I would never have imagined in my life time that there would be scholarly debate about transcending from a Free Market economic system toward a Big Government Socialism economic system. As I have prepared my mind for our time together and realizing the core purpose of this course is to grasp the importance of managing strategically, it has become blatantly apparent that we should build this journey around the two divergent poles of a Free Market versus a Centrally Planned Economy. So Adam Smith and Karl Marx become the paternal source of the DNA over three hundred years ago that has shifted us, grown us, enriched us, provided immeasurable wealth for us, created a cavern of Big Government and Entitlement programming on a scale Roosevelt could not have imagined. So it is the best of times and the worst of times in which we live it seems! Therefore, we are afforded a target-rich learning laboratory opportunity from which to learn.

As the name of the Course projects, we must for we should truly drill in the furrows of this thing called BUSINESS from the spinal column of Policy and the skeletal system of Strategy as you move to a point in your life to decide a direction for your career. Business in a Free Market is remarkably different than a business in a CPE, Centrally Planned Economy. Mind you, there will be those that might wish to turn this position for this course into a political or ideological forum to attack but alas, that will not happen. It is my intention to put the facts before you and you to the rest of us in a way that clears the way for you, the individual, to decide what is best for you, for society and for our world which is your world you are building for your children and grandchildren. Strategic management is vital for envisioning a business threshold that carries with it sufficient energy to push an organization even through the tough times as no doubt we can all attest to witnessing daily. Names like Lehman Brothers, Goldman Sachs, and BP are echoes of our transforming world so it is for us to seek out and inspect the test tube of events to assess and assert effective leadership in the new century that is quite frightening to witness for those choosing to remain in the shade tree of ignorance.

It is pertinent and important that we launch our journey from an economic benchmark and then reflect against that benchmark as the learning components flow into reality. GROSS DOMESTIC product is defined as the value of all goods and all services produced in a given economy over a given period of time. The current "value" of the USA GDP is \$14.5 trillion; the largest and most technologically driven GDP of any other country in the world. However, even though this is not an economics course, it is a BUSINESS course so we will examine the formula for GDP and then probe each piece. The formula for GDP, simply, is $GDP = C + I + G + (X - M)$ which means that if you add all consumer spending, C, to all Investment and then add G, government spending, and then add the value of exports and then reducing by the value of Imports, you have GDP. When you realize that the greatest contributor to GDP is consumer spending, dwarfing the "I" and the "G," then it becomes a business policy and strategy focal point for leaders. The global economic slowdown is causing consumer spending and investment dollars to slow or dry up while more "inefficient" government spending is escalating and thus unbalancing the formula. So you see, it is about Policy and it is about Strategy for it is all about Leadership of business; the linking point for our journey.

JIM, INC ORGANIZATION

The spinal column of our journey will be the Jim, Inc organizational structure. You will find it outlined and explained in the Philosophy file you will receive. There are ten teams assigned with a named team leader for each team. The ALFA team leader will additionally serve as the Chief Operating Officer that reports directly to me as CEO. The role of team leader will be rotated at least two times during the semester at a time when I deem it appropriate in consultation with the COO. Everything we will do will be done via the organizational structure of Jim, Inc. The team leaders will be selected based on their displayed initiative, academic performance and what I deem as above average organizational skills observed by the initial team leaders and myself as CEO.

SENIOR STATUS

It is your responsibility to apply for graduation before the set deadline. If you apply after the deadline you will be assessed a \$200 late fee. Please see your academic advisor as soon as possible if you are uncertain as to your progress toward graduation. The graduation application deadlines are follows:

Graduation Application Deadlines:

May Graduation: Apply before September 15th

August Graduation: Apply before December 15th

December Graduation: Apply before March 15th

To apply for graduation complete the following steps:

1. Log onto your Flashline account
2. Click on the Student Tools tab
3. Look in the Graduation Planning Tool Box
4. Click on Application for Graduation

**If an error message appears, you must contact your advisor.

COURSE WITHDRAWAL DEADLINE

For Fall 2010, the course withdrawal deadline is Sunday, November 7, 2010

REQUIRED BOOKS

- **The End of Detroit** by Micheline Maynard ISBN 0 385 50769 0
- **Nine Shift** by Draves and Coates ISBN-13: 978-1577220305
- **The Goal** by Eliyahu M. Goldratt ISBN 9780884271789

GRADING SCALE

Grade	Percentage
A	100-95
A-	94-90
B+	89-86
B	85-83
B-	82-80
C+	79-76
C	75-73
C-	72-70
D+	69-65
D	64-60
F	59-0

GRADE POINT BREAKDOWN

• Mid Term Exam	1,500 points
• Final Exam	1,500 points
• Cultural Assessment Study Mission	1,500 points
• Team Research Project	1,500 points
• <u>End of Detroit</u>	1,000 points
• <u>The Goal</u>	1,000 points
• <u>Nine Shift</u>	1,000 points
• Essay	1,000 points
• Investment for Tomorrow	1,000 points
• Change Agent Autopsy	1,000 points
• Battle of Iwo Jima Autopsy	1,000 points
• Autopsy of a Debacle	1,000 points
• Skit	1,000 points
• Hostile takeover autopsy	1,000 points
• The Spill	1,000 points
• Business Ethics	1,000 points
• Collective Bargaining	1,000 points
• Battle of Iwo Jima	1,000 points
• Team Business plans	1,000 points
• Team Involvement	1,000 points
• TOTAL	20,000 points

THE BLOCKS OF WORK

EXAMINATIONS

There will be **TWO discussion-type examinations**. This will be a TEAM project. The teams can use any reference materials they wish to support the answers but all sources will be documented and properly credited. The fundamental of my testing is to see clearly that you **UNDERSTAND** the question thus why I will never use multiple-choice standardized testing materials. The business world does not question things expecting an answer of A, B, C, D, etc. The examination will be emailed to each student one week prior to the due date for the examination turn in. The exam will be turned in hard copy. Effective writing skills are a vital component of our journey so I expect your work to be professionally submitted in spelling, grammar, sentence structure and referencing any sources you might choose to utilize. The examination is to be turned in on the scheduled class indicated in the syllabus. If not turned in the test score will be reduced by ten points for each late class period leading up to the actual submission.

BUILDING THE BUSINESS PLAN

Business planning is vital to business success. I view this academic journey as a business and thus investment of capital for future returns must yield an ROI or a return on investment. People that yearn to work in a vacuum or carry their own load in a silo will, frankly, struggle this entire semester. The team will develop a **State of the Business** summary that will be presented within the first two weeks of the semester and a final wrap up business plan at the end of the semester covering the components status outlined above for the business plan. A business plan can have many elements but each of the teams will develop its own team business plan to incorporate the following elements:

- Basic assumptions upon which the plan is built
- Team logo / Mission, Vision and Strategies to accomplish the work
- A scorecard that provides transparency on key performance indicators -- KPI
- Attendance accountability policy and metric
- Work completion process / accountability system
- Involvement of ALL team members
- SWOT the process at the beginning and at the end of the journey
- Lessons learned from the journey
- Opportunities for Improvement

REQUIRED READING

The class will be assigned three books meaning the entire class will read all three books. Two of the books will be presented in PowerPoint team presentation and one will be a skit. The details are shown below. These three books formulate an excellent underpinning on key issues which affects effective life inside organizations and teams.

BOOK PROJECT - 1

PRESENTATION

The End of Detroit

The class will develop a PowerPoint presentation covering the following:

- Profile the author
- Outline the global context of the book
- Key transitioning points of the global economy
- Drivers to the change we are witnessing
- SWOT the book and Lessons Learned

ALFA
BRAVO
CHARLIE
DELTA
ECHO

- Would you recommend this book to others and why / why not?
- The Mercedes – State of Alabama story
- The Honda-Marysville, OH Story
- The Hyundai – Montgomery, AL Story
- The Toyota - Georgetown, KY Story
- The Miracle at Ford – We Hope!
- GM IPO --- what?!?!?!?

FOXTROT

ALFA
BRAVO
CHARLIE
DELTA
ECHO
FOXTROT

BOOK PROJECT - 2

SKIT **The Goal**

The class will develop a skit involving the whole class that will capture the core components of the following:

- Outline the global context of the book
- Theory of Constraints
- Bottleneck management mandate
- Key roles of Mr. & Mrs. Rogo, Mr. Peach and the factory workers
- CVP Model
- Drivers to the change we are witnessing
- Would you recommend this book to others and why / why not?

BOOK PROJECT - 3

PRESENTATION **NINE SHIFT**

The class will develop a PowerPoint presentation covering the following:

- Profile the author
- Outline the global context of the book
- Key transitioning points of the global economy
- Drivers to the change we are witnessing
- SWOT the book and Lessons Learned
- Would you recommend this book to others and why / why not?

CULTURE ASSESSMENT STUDY MISSION

PRESENTATION

A team will be assigned a regional business and its leader. The team will coordinate a visit to that leader's place of business and conduct a formal interview for summarization and presenting to the class. This interview will be a business-driven event and will be conducted with absolute professionalism. A group photo of the interviewing team with the leadership team at the visit location will be made part of the presentation. The interview is focusing on gleaning the following:

- Management principles
- Profile the leader's career that led to this current position
- Communication systems and effectiveness assessment

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- Team development processes
- Training system utilized
- The Stakeholders
- New employee hiring criteria
- Newly hired employee orientation to begin internalization of the business culture
- How has the recessed economy impacted your business organizationally
- Describe the succession planning process for key leaders
- Define the role of Human Resources
- On a 1 – 5 scale with 5 being high, assess the effectiveness of the organization and why / examples
- Of the leader ...”in a perfect world, what would you differently?”

The business leaders are:

• Chick-fil-A – Canton, OH	Doug Pugh	Belden.Village.FSU@chick-fil-a.com	ALFA
• Veyance Technologies – Fairlawn, OH	Tim Toppen	Tim_Toppen@Veyance.com	BRAVO
• Hartville Hardware – Hartville, OH	Howard Miller	hmiller@hartvillehardware.com	CHARLIE
• Grabowski & Company – Uniontown, OH	Sue Grabowski	sue@grabowskiandco.com	DELTA
• Goodyear Tire & Rubber –Akron, OH	Don Stanley	don_stanley@goodyear.com	ECHO
• Fastenal, Inc	Brian Christman	bchristm@fastenal.com	FOXTROT

HOSTILE TAKEOVER AUTOPSY

Hostile takeovers are strategic game-changers. Understanding what it means with introspective on major ones that have occurred provides rich insight for companies to be globally competitive thus eliminating the possibility of such an action. A two-team configuration will be assigned a famous hostile takeover to develop a five page white paper and a PowerPoint presentation portraying the key elements of the takeover, key players and the financial kindling that precipitates the hostile takeover. Hostile takeovers make companies, after the fact, either much better off face devastation but at the aggregate of such a venture is leadership, boards, shareholders having to do the right things to not fall into the web of such a devastating adventure. The assignments are:

- | | |
|------------------------------------|-----------------|
| • Goodyear vs. Sir James Goldsmith | ALFA / DELTA |
| • Microsoft vs. Yahoo | BRAVO / FOXTROT |
| • Arcelor vs. Lakshmi Mittal | CHARLIE / ECHO |

SKIT LEARNING

Learning can be accomplished in many ways. Conducting simple skits can be fun and enlightening as others watch a team act out some core principles of Leadership topics and issues. Below you will see teams assigned a specific leadership topic. The team is to create and choreograph a skit that will be portrayed with a narrator to guide the skit through its stages to ensure the viewers, the class, understand the concepts they are seeing played out before them. Creativity is at the core with costumes, accents, wigs, etc to drive home the key points of the assigned skit topics.

- | | |
|--|-----------------|
| • Federal Open Market Committee meeting | ALFA / BRAVO |
| • Transactional Analysis as a human reality and leadership challenge | CHARLIE / DELTA |
| • Transformational Leadership – The Cleveland Browns vs. Cavaliers | ECHO / FOXTROT |

CHANGE AGENT AUTOPSY

POWERPOINT

Understanding the context of a change process through the lens of the agent of change. History has given us some great examples of change and the agents that caused a change in direction, a better direction of the environment they stepped into and stepped up to make better. Each team is assigned an environmental setting and the agent of change. The team will develop a presentation that captures the perspective of the issues to be changed, a profile of the agent, the process utilized and the impact on society as a result.

- | | | |
|-----------|-----------------------|---------------------------|
| • ALFA | Abraham Lincoln | Slavery |
| • BRAVO | Lyndon B. Johnson | Civil Rights |
| • CHARLIE | Martin Luther King | Voting Rights |
| • DELTA | Sun Tzu | War as a means strategy |
| • ECHO | Alexander the Great | Global military dominance |
| • FOXTROT | Mustafa Kemal Atatürk | Democracy |

TEAM RESEARCH PROJECT

WORD FILE & DISCUSSION

A comprehensive team-developed written research paper / project are assigned to a set of teams. There will be four core topics covered by the configured teams that will develop a professional twenty page, double space Aria 12, margin justified work. The paper will drill into the guidelines shown below and submitted on the final examination scheduled class period. It is vital that the development of the work be focused on the strategic dimension of the assigned topic. You can rest assured that each of the topics is carefully selected for their richness in organizational issues and matters. This will be a professionally constructed paper that will graded with great scrutiny for content, back ground, facts, grammar, spelling and context with the paper reflecting the team's concept of the paper and then shown clearly its defense via the writing.

The team assignments are shown below:

ECHO & CHARLIE teams will corporately develop the following:

THE FUTURE OF EUROPE

The social, political and economic tectonic plates of our global village are shifting in an erratic, almost frightening manner and pace. There are many focal points but the European Union, in its apparent meltdown, provides us with a real time perspective into which we can peer for understanding. Use the following as your core information source as a minimum: <http://www.economist.com/node/16536898/print>

In the article are historical benchmarks to be brought to the light of day in your work, massive government debt and its crushing weight, bloated bureaucratic forces that impede agility in organizational decision making and all of this against the template of a newly forming "Holy Roman Empire" into what is called the European Union. There is a tremendous implication on the single currency, the EURO that must be masticated into the mix of understanding.

A class will be devoted to the paper submission and team-led presentation and discussion. The crux of the project is to apply what we have learned about organizational systems into a comprehensive presentation and discussion on the rapidly changing complexion and configuration of the European Union with eyes on the history and binoculars toward a troubled future. The COO will head the development and coordination of the work through the team leadership. I expect this to be a true team / class project and that the time we will allocate will be productive in examining a current reality to glean future lessons learned for each of you as the work is conducted.

FOXTROT, DELTA teams will corporately develop the following

DISSECTING THE SPORT OF REDNECKS

Grasping the strategic and tactical aspects of NASCAR provides a real time insight to a sport that has changed the very DNA of vehicle racing. The France family is the progenitors of an industry that is directly linked to the US auto industry and thus is suffering along with that industry. The MSNBC documentary entitled, **INSIDE THE TRACK; REFUELING THE BUSINESS OF NASCAR**, will be utilized as the foundation for the dissection. The key elements to be brought to light are:

- History of auto racing in this country
- NASCAR organizational beginnings and today and challenges going forward
- Linkage of GM and Chrysler to NASCAR
- The Bill France family empire and scope
- Financials of the industry
- Profile a NASCAR race and role of a pit crew
- Goodyear's role in NASCAR
- NASCAR as a marketing vehicle
- Marketing strategies of NASCAR
- Profile three current drivers one of which is Dale Earnhardt, Jr., Tony Stewart, Dale Earnhardt, Sr.
- What would you provide Mr. France today as to strategic realignment steps and why

ALFA and BRAVO teams will corporately develop the following

BLACK GOLD; CALICOT

Coffee is one of the most used and most misunderstood commodities in the world. Coffee, Black Gold, is the focal of a powerful **Global Voices** program depicting the parallel issues of wealth and poverty institutionalized in the nearly \$100 billion industry that spans the globe. This paper is to examine the strategic issues of the Black Gold as an industry, as a societal enigma and as a strategic challenge in the twenty-first century. The Global Voices PBS program will serve at the context of the topic: <http://www.pbs.org/itvs/globalvoices/black-gold.html>

ESSAY

Each student will develop a three page single space Arial 12 margins justified essay on one of the following five topics and the student can select the topic. The simple definition of an essay is: A concept in depth that provides a personal commentary on what the specific subject means to the individual. The essay topics are:

- Succession planning as a strategic leadership component
- Self Directed Work Teams to integrate culture and performance
- Define Joel Barker's Visioning & his starfish for cultural change
- Victor Frankl's Auschwitz experience as a mechanism for culture change
- Ken Blanchard's Situational Leadership Model as a fulcrum for organizational effectiveness

INVESTMENT FOR TOMORROW

DISCUSSION

Our world is a cauldron of shifting events that create energy and momentum with each shift or movement. The daily articles I select and email to you each morning is a means to put in front of you a taste of the issues and impact on our daily lives as indirect as that may at times seem. I place enough importance on this daily work that time will be allocated once per week in class to have open discussion about what the article really means to each of us. Yes, I do expect the daily articles to be read and researched for a deeper meaning as it relates each of us to the global DNA of the economic shifts of the plates. I want you to crave the meaning for I learned a

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long time ago that you will never crave something until you have experienced it so it is the experience I am creating in hopes the fire of craving for understanding gets ignited.

THE ROADMAP

CLASS 1 TUE AUG 31

- Introductions
- Plato's Cave and seeking the new reality for leaders
- Daily Articles – **Investment for Tomorrow**
- Class expectations and team-based work
- $GDP = C + I + G + (X - M)$
- Pareto's Reality

CLASS 2 THU SEP 2

Blocks of Work Walk the Wall

CLASS 3 TUE SEP 7

- Situational Leadership Model
 - Behavior & Productivity ... the twin sisters of competitiveness
 - Theory X / Y
 - The Power of Influence – 7 Strategies
 - Reason --- using facts / data logically
 - Friendliness – flattery, goodwill, humbleness, friendly prior to a request
 - Sanctions – rewards / punishments recognized within the organization
 - Bargaining - negotiation of benefits or favors
 - Higher authority - gaining respect with senior leadership
 - Assertiveness - direct, forceful approach
 - Coalition building - getting support of others to back up a request
- | | <u>POWER</u> | <u>INFLUENCE</u> |
|-----------------|--------------|------------------|
| <u>POSITIVE</u> | Inducement | Persuasion |
| <u>NEGATIVE</u> | Coercion | Obligation |
- Influence questions:
 - Which strategy of the 7 to obtain influence do you find most effective?
 - Which of the strategies do you use most often and why?
 - Can you think of any other strategy to influence people?
 - Types of Power
 1. Coercive
 2. Referent
 3. Reward
 4. Legitimate
 5. Expert

CLASS 4 THU SEP 9

- **Investment for Tomorrow**
- Team Business Plan Presentations

CLASS 5 TUE SEP 14

- Work with people as a means to effective strategy development

Ray Hexamer

CLASS 6 THU SEP 16

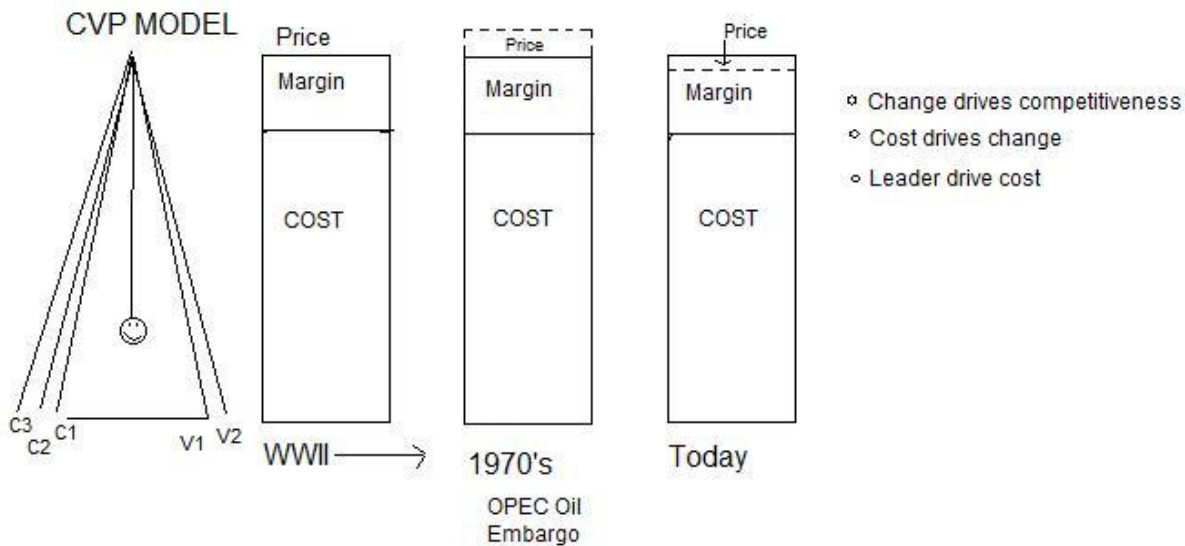
- **Investment for Tomorrow**
- Communications as a competitive differentiator
- Who is a Leader?
 - What is your definition of leadership?
 - Characterize your own approach to leadership?
 - What are your strengths and limitations toward being an effective leader?

Sue Grabowski

CLASS 7 TUE SEP 21

- Gaining consensus to energize teams – Lost at Sea
 - Not majority rule
 - Attaining a state where everyone on the team can take a piece of the ownership
 - Effective listening skills
- Values – of our class, define & illustrate
 - What you hold dear
 - What you will fight for
 - What brings you peace
- Why are values vital to an individual and an organization?
-

CLASS 8 THU SEP 23



- Cost – Value – Price Case for Change as part of enhancing Margin growth
 - Change Drive Competitiveness
 - Cost Drives Change
 - Leaders Drive Cost

CLASS 9 TUE SEP 28

- Investment for Tomorrow

FOXTROT

BOOK PROJECT - 1 **THE END OF DETROIT**

- Profile the author
 - Outline the global context of the book
 - Key transitioning points of the global economy
 - Drivers to the change we are witnessing
 - SWOT the book and Lessons Learned
 - Would you recommend this book to others and why / why not?
- ALFA
BRAVO
CHARLIE
DELTA
ECHO
FOXTROT

CLASS 10 THU SEP 30

- Investment for Tomorrow

ECHO

THE END OF DETROIT

- The Mercedes – State of Alabama story
 - The Honda-Marysville, OH Story
 - The Hyundai – Montgomery, AL Story
 - The Toyota - Georgetown, KY Story
 - The Miracle at Ford – We Hope!
 - GM IPO --- what?!?!?!?
- ALFA
BRAVO
CHARLIE
DELTA
ECHO
FOXTROT

CLASS 11 TUE OCT 5

- Investment for Tomorrow
- Leading in a Customer Service Mandate Environment

DELTA
Doug Pugh

CLASS 12 THU OCT 7

EMAIL MID TERM EXAM

- Investment for Tomorrow

CHARLIE

TEAM RESEARCH PROJECT

- THE FUTURE OF EUROPE
- DISSECTING THE SPORT OF REDNECKS

CLASS 13 TUE OCT 12

- Investment for Tomorrow
- Syllabus autopsy
- The power of paradigms that affect organizational effectiveness

BRAVO



CLASS 14 THU OCT 14
TURN IN MID TERM EXAM

- Investment for Tomorrow

ALFA

BOOK PROJECT - 2
The Goal

CLASS 15 TUE OCT 19

- Investment for Tomorrow
- Collective Bargaining in the 21st century

FOXTROT
Chris Ricker

COLLECTIVE BARGAINING EVOLUTION

- The Wagner Act 1935 & NLRB & Glass Steagall
- Taft-Hartley – 1948 defined
- Teamsters Union and Jimmy Hoffa and his legacy

ALFA / BRAVO
CHARLIE / DELTA
ECHO / FOXTROT

CLASS 16 THU OCT 21

- Investment for Tomorrow

ECHO

AUTOPSY OF A DEBACLE – THE SPILL

- Global oil production & consumption by major country
- Profile British Petroleum history / key leadership
- Blue Horizon Well profile
- Illustrate the well blow out and the blow out preventer purpose
- Overview BP communications strategy / reaction / effectiveness
- Profile the stakeholders: US Government / BP / Governors

ALFA
BRAVO
CHARLIE
DELTA
ECHO
FOXTROT

CLASS 17 TUE OCT 26

- Investment for Tomorrow
- Listening / Learning / Loving
- What is ethics?

DELTA
Dean Heisler
<http://sun.menloschool.org/~sportman/ethics/definition.html>

Each team is to find and bring into class a news article that exemplifies the questions shown below. The team will select two articles to present to the class that address the elements shown below and thus teach the class the ethical issues of the article:

- How are "right and wrong, good and evil" determined?
- How are solutions to ethical dilemmas determined?
- What factors make a difference in how the solution is determined?
- Why is it worthwhile to be ethical?
- What is an ethical dilemma that immediately comes to your mind?
 - Was the Holocaust immoral or unethical?

CLASS 18 THU OCT 28

COMPENSATORY CLASS

CLASS 19 TUE NOV 2

- Investment for Tomorrow
- **TURN IN ESSAY**
- Health care paradigm shifting – Pain Defined

CHARLIE

Ed Roth

CLASS 20 THU NOV 4

- Investment for Tomorrow

BRAVO

CULTURAL ASSESSMENT STUDY MISSION

- | | | |
|---------------------------------------|---------------|---------|
| • Chick-fil-A – Canton, OH | Doug Pugh | ALFA |
| • Veyance Technologies – Fairlawn, OH | Tim Toppen | BRAVO |
| • Hartville Hardware – Hartville, OH | Howard Miller | CHARLIE |

CLASS 21 TUE NOV 9

- Investment for Tomorrow

ALFA

CULTURAL ASSESSMENT STUDY MISSION

- | | | |
|---------------------------------------|-----------------|---------|
| • Grabowski & Company – Uniontown, OH | Sue Grabowski | DELTA |
| • Goodyear Tire & Rubber –Akron, OH | Don Stanley | ECHO |
| • Fastenal, Inc | Brian Christman | FOXTROT |

NOVEMBER 11 VETERANS DAY

CLASS 22 TUE NOV 16

- Investment for Tomorrow

FOXTROT

CHANGE AGENT AUTOPSY

- | | | |
|-----------|-----------------------|---------------------------|
| • FOXTROT | Mustafa Kemal Ataturk | Democracy |
| • DELTA | Sun Tzu | War as a means strategy |
| • ECHO | Alexander the Great | Global military dominance |

CLASS 23 THU NOV 18

- Investment for Tomorrow
- Policy Deployment at Goodyear
- Let's define Diversity!

ECHO

Don Stanley

CLASS 24 TUE NOV 23

- Investment for Tomorrow
- Plato's Cave – A Change Process for Leaders

DELTA

CHANGE AGENT AUTOPSY

- | | | |
|-----------|--------------------|---------------|
| • ALFA | Abraham Lincoln | Slavery |
| • BRAVO | Lyndon B. Johnson | Civil Rights |
| • CHARLIE | Martin Luther King | Voting Rights |

NOV 25 THANKSGIVING HOLIDAY

CLASS 25 THU DEC 2

- Investment for Tomorrow

CHARLIE

BOOK PROJECT - 3

NINE SHIFT

- | | |
|---|---------|
| • Profile the authors | ALFA |
| • Profile the nine shifts | BRAVO |
| • The end of the world as we know it | CHARLIE |
| • Your pyramid is collapsing | DELTA |
| • The Train and the Car transition | ECHO |
| • Homer & the Gibson Girl / Railroad plan | FOXTROT |

CLASS 26 TUE DEC 7

- Investment for Tomorrow

BRAVO

BATTLE OF IWO JIMA

- | | |
|--|---------|
| • Tactical situation in the Pacific Theater / Battle impact on War | ALFA |
| • Japanese military / American military strategy for Iwo Jima | BRAVO |
| • Japanese political / American political for Iwo Jima | CHARLIE |
| • Profile Japanese Navy Commander / American Navy Pacific commanders | DELTA |
| • Japanese / American loss casualties | ECHO |
| • Organizational lessons from the Battle for us today | FOXTROT |

CLASS 27 THU DEC 9

- Investment for Tomorrow

ALFA

HOSTILE TAKEOVER AUTOPSY

- | | |
|------------------------------------|-----------------|
| • Goodyear vs. Sir James Goldsmith | ALFA / DELTA |
| • Microsoft vs. Yahoo | BRAVO / FOXTROT |
| • Arcelor vs. Lakshmi Mittal | CHARLIE / ECHO |

EMAIL FINAL EXAM SKIT LEARNING

- Federal Open Market Committee meeting
 - Transactional Analysis as a human reality and leadership challenge
 - Transformation Leadership – The Cleveland Browns vs. Cavs
- ALFA / BRAVO
CHARLIE / DELTA
ECHO / FOXTROT

TUE DEC 14 FINAL EXAM 1745 – 2000

- Turn in Final Exam / Team Evaluations / Team Research Project paper
- **Investment for Tomorrow as a process discussion**
- Situational Leadership reprise
- Final Business Plan presentations
- Managing an organization cohesively

Brian Christman

TEAM RESEARCH PROJECT

- BLACK GOLD; CALICOT

CLASS DISCUSSION

With Facebook, MySpace, Tweeting, Email, etc, etc, how has the role of leaders changed for the better or the worse and what will you focus on to be more effective now?

If were you to design the “perfect” organization in which to work, what would it look like as to characteristics and why?