



COURSE SYLLABUS

BUS 730
Managerial Leadership through Applied Decision-Making
Fall 2019

1. COURSE INFORMATION

1.1. Instructor Information

Instructor:	Lyna M. Matesi, Ph.D.
Office:	<ul style="list-style-type: none"> • Stevens Point (primary office): CPS Building room 402/404 • Marshfield: adjacent to room 135, room 136 • Wausau: in CCE building, first floor, room CCE 104D
Physical Office Hours:	To schedule an appointment before or after class, please send me an email. I am also happy to meet by Zoom. If you'd prefer an evening appointment, please ask. I am happy to meet before or after your MBA class sessions.
Virtual Office Hours:	I will be available by Zoom or telephone most Fridays from 10 am until 2 pm to discuss anything related to BUS 730.
Office Telephone:	715-346-4988
E-mail:	lmatesi@uwsp.edu
Expected Instructor Response Time:	You can expect a response within 24 hours.

1.2. Course Information

Course Description:	Strategic management and leadership skills are developed through analysis, discussion, and critique of real-world corporate strategic decisions. The projects and topics may include: case studies of successful and unsuccessful corporate strategies; effective managerial and organizational techniques for achieving corporate objectives; successful program implementation; goal setting; creating a corporate environment that creates employee motivation and excellence; integrating interdisciplinary business information in strategic managerial decisions.
Credits:	3 cr.
Prerequisites:	None

1.3. Textbook & Course Materials

Required Text:	<p>This course requires three items—</p> <ul style="list-style-type: none"> • Book. <i>Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days</i> by Jake Knapp, John Zeratsky, Braden Kowitz; ISBN-13: 978-1501121746.
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	<ul style="list-style-type: none"> • Book. <i>Mind Tools for Managers: 100 Ways to be a Better Boss</i> by James Manktelow, Julian Birkinshaw; ISBN-13: 978-1119374473. • Coursepack. <i>BUS 730 Harvard Business Coursepack</i> link: https://hbsp.harvard.edu/import/646675 <ul style="list-style-type: none"> ○ How to create an account and purchase a coursepack https://hbpacademichelpcenter.zendesk.com/hc/en-us/articles/360001262588-Students-Accessing-Course-Material-a-Coursepack-Assigned-to-You
Required Reading Notes:	<p>To be most efficient, be sure to read for personal and professional <u>application</u> and take notes <u>while</u> reading. I will only ask to review your notes if it seems that you are struggling with an assignment. For this class your reading notes should focus on both content and application—What concepts are you learning? What is meaningful to your management and leadership practice? How do you want to apply what you are reading?</p> <ul style="list-style-type: none"> • Optional resource--Reading for graduate school, 5-minute video: 4 Rules for Grad School Reading • Optional resource--10 tips: https://myusf.usfca.edu/sites/default/files/Sink_or_Skim_-_Fall_2016.pdf • Optional resource--Research roundup for note-taking: https://www.cultofpedagogy.com/note-taking/ • Optional resource--Digital note-taking: https://www.kqed.org/mindshift/48902/digital-note-taking-strategies-that-deepen-student-thinking
Other Readings:	Any additional items will be posted to Canvas at least one week before due.
Other Required Materials / Applications:	Please note that there are two computer simulations embedded in your HBR coursepack.
Suggested Reflection Journal:	I suggest that you maintain an electronic or paper-based personal journal for this class. I suggest that you establish a single journal that you can use for all of your MBA classes. Your journal is your personal space. Journal writing can be informal, formal, terse or creative. This is your space to turn readings, ideas and best practices into personal action.

1.4. Course Technology

Course Website:	None besides our Canvas site.
Other Websites:	Announced via Canvas.
Course Delivery:	You must have high-speed internet, headphones/microphone, and a webcam for this course. It is also important that you are ready to

	<p>use the simulations embedded in the coursepack, Canvas, Zoom, and are sure to check your uwsp.edu email account every weekday. Canvas Training: https://uws.instructure.com/courses/45767 Zoom Training: https://support.zoom.us/hc/en-us/categories/201146643</p>
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Canvas Support:

Click on the HELP button in the global (left) navigation menu and note the options that appear:

- Ask Your Instructor a Question
Submit a question to your instructor
 - Use Ask Your Instructor a Question sparingly; technical questions are best reserved for Canvas personnel and help as detailed below.
- Chat with Canvas Support (Student)
Live Chat with Canvas Support 24x7!
 - Chatting with Canvas Support (Student) will initiate a *text chat* with Canvas support. Response can be qualified with severity level.
- Contact Canvas Support via email
Canvas support will email a response
 - Contacting Canvas Support via email will allow you to explain in detail or even upload a screenshot to show your difficulty.
- Contact Canvas Support via phone
Find the phone number for your institution
 - Calling the Canvas number will let Canvas know that you're from UWSP; phone option is available 24/7.
- Search the Canvas Guides
Find answers to common questions
 - Searching the [Canvas guides](#) connects you to documents that are searchable by issue. You may also opt for [Canvas video guides](#).
- Submit a Feature Idea
Have an idea to improve Canvas?
 - If you have an idea for Canvas that might make instructions or navigation easier, feel free to offer your thoughts through this Submit a Feature Idea avenue.

Self-train on Canvas through the Self-enrolling/paced Canvas training course: <https://uws.instructure.com/courses/45767>

UWSP Technology Support:

The Office of Information Technology (IT) provides a Service Desk to assist students with connecting to the Campus Network, virus and spyware removal, file recovery, equipment loan, and computer repair. You can contact the Service Desk via email at

2. LEARNING OUTCOMES

2.1. Course Goals

In designing this course, there are several “big ideas” that drove my selection of concepts, materials, and activities—

- Porter and Mintzberg have strongly influenced thinking about business strategy
- Strategy implementation is gaining traction as the more important part of the strategic management process
- Strategic management requires decision-making
- Strategic management requires change leadership
- Strategy is about deciding what risks are worth taking
- Change leadership and strategic thinking require foresight
- Culture eats strategy for breakfast (Drucker)

Together we will push and pull on these big ideas to improve your ability to move people, projects, and organizations.

2.2. Course Learning Objectives

This course focuses on Program Learning Objective 4: *Lead people, projects, and organizations. Students will be able to influence individuals, teams, and organizations to achieve goals and manage change.* As part of completing BUS 730—

1. **Strategy and Change Frameworks.** Students will be able to compare, contrast, and illustrate established frameworks for organizational strategy and change.
2. **Organizational Strategies.** Students will be able to critique and propose organizational strategies using established frameworks for strategy and change.
3. **Decision-Making.** Students will be able to categorize, evaluate, and propose decision-making approaches using established frameworks for strategy and change.
4. **Influence Tactics.** Students will be able to identify, prioritize, and plan to implement influence and change tactics for achieving personal, project team and organization goals.
5. **Implementation.** Students will be able to design a strategy implementation project that integrates interdisciplinary information.

2.3. Academic Unit

SBE Mission:

The UW-Stevens Point School of Business and Economics creates career-ready graduates and leaders through applied learning. We serve the businesses, economy, and people of the greater Central Wisconsin region. We specialize in preparing students for success by providing professional development experiences, access to employers, and in-demand skills.

The SBE achieves its mission by valuing:

- Talent development
- Lifelong learning

- Career preparation
- On the job experiences
- Community outreach
- Regional partnerships
- Continuous improvement

**Accreditation
Commitment:**

SBE is accredited by the Association to Advance Collegiate Schools of Business (AACSB), a designation earned by only 5 percent of world business schools. Accreditation instills a culture of continuously improving our programs through connections with local business leaders, alumni and the community.

3. COURSE POLICIES

3.1. Attendance

I expect attendance during scheduled class times and on-time completion of assignments. This hybrid class requires 8 weeks of synchronous and asynchronous engagement. Course requirements are completed both in-person and online. Asynchronous work is completed online in Canvas. Synchronous sessions are required and will meet at the Stevens Point and Wausau campuses—

Tuesday Oct 29, 4:00-7:30 pm

Tuesday Nov 12, 4:00-7:30 pm

Tuesday Nov 19, 4:00-7:30 pm

Tuesday Dec 3, 4:00-7:30 pm

Tuesday Dec 17, 4:00-7:30 pm

3.2. Late Work

I am happy to accept assignments early. If you need to extend an assignment deadline, please contact me by email before the deadline to ask for what you need.

3.3. Etiquette/Netiquette

When communicating online, you should always:

- Treat your instructor and classmates with respect in email or any other communication.
- Feel free to address me by my first name, Lyna.
- Use clear and concise language.
- Remember that all college-level communication should have correct spelling and grammar. (Unless I write it.)
- Avoid slang terms such as “wassup?” and texting abbreviations such as “u” instead of “you.”
- Use standard fonts such as Ariel, Calibri, or Times new Roman and use a size 10 or 12 pt. font.
- Avoid using the caps lock feature AS IT CAN BE INTERPRETED AS YELLING.
- Be cautious when using humor or sarcasm as tone is sometimes lost in an email or discussion post, and your message might be taken seriously or sound offensive.
- Be careful with personal information (both yours and others).

When posting on the Discussion Board, you should:

- Make posts that are on-topic and within the scope of the course material.
- Take your posts seriously and review and edit your posts before sending.
- Be as brief as possible while still making a thorough comment.
- Always give proper credit when referencing or quoting another source.
- Avoid short, generic replies such as, “I agree”, or “I disagree.” You should explain why.
- Be open-minded.

4. GRADING

4.1. Grading Scheme

A	94-100 = A	93-91 = A-	
B	88-90 = B+	85-87 = B	81-84 = B-
C	78-80 = C+	75-77 = C	71-74 = C-
D	68-70 = D+	65-67 = D	
F			< 64 = F

4.2. Grading Components

Your final grade will be based on your performance on the following components of your coursework.

- Quizzes. Two quizzes, 200 points, 20%. Graded on an A-F scale.
- Activities and Case Briefs. 10 activities and case briefs, 30%. Graded as Pass / Fail.
- Projects. Two projects, 50%. Graded on an A-F scale.

5. COURSEWORK

5.1. Exams

None.

5.2. Quizzes

You will complete two quizzes during weeks 1-2 drawing from my lectures and the HBR material. The quizzes represent 20% of your grade. You can take each quiz until you get the score you want.

5.3. Assignments

Activities and Case Briefs. Nine activities and case briefs, 30%.

- Organigraph with peer response
- Case Briefs for Value Champion, IBM, Providence Healthcare and New Venture Food Truck with peer responses
- Activities, Sprint Design Labs 1-4
- Course Wrap-up

Projects. Two projects, 50%. Full assignment descriptions provided in Canvas.

- MindTools Project
- Sprint Project

6. SCHEDULE

6.1. Overall Dates and Deadlines

Date	Learning Objective	Learning Activity	Student Deliverable	Points	Scale	Due Date
Week 1--Matesi Wausau 10/29, 4:00-7:30 pm						
29-Oct	1	Lecture: Course Overview	Online Quiz, In Class Participation		-	
29-Oct	1	Lecture: Traditional Frameworks, Thinking, Seeing, Doing	Online Quiz, In Class Participation	100	A-F	5-Nov
29-Oct	4	Activity: Organigraph	Submit for Peer Response	30	P/F	5-Nov
29-Oct	2, 3	Activity: Value Champion Prep			-	
Week 2--Hybrid Class, Work Independently						
5-Nov	1	Lecture: Strategy Execution Core Readings	Online Quiz	100	A-F	12-Nov
5-Nov	2, 3	Activity: CASE BRIEF Value Champion Simulation	Submit CB for Peer Response (Ind Qs)	30	P/F	12-Nov
5-Nov	4	Activity: MindTools Set-up			-	
5-Nov	2, 3	Activity: IBM-Day 1 Prep			-	
Week 3--Matesi in Stevens Point 11/12, 4:00-7:30 pm						
12-Nov	4	Lecture and Activity: Group Time for MindTools Project	MindTools, Project Deliverable	150	A-F	26-Nov
12-Nov	2, 3	Activity: CASE BRIEF IBM Discussion	Submit CB for Peer Response (Ind Qs)	30	P/F	19-Nov
12-Nov	2, 3	Activity: Healthcare Case Prep			-	
Week 4--Matesi in Wausau , 4:00-7:30 pm						
19-Nov	1	Lecture: Cultivating Foresight	In Class Participation		-	
19-Nov	2, 3	Activity: CASE BRIEF Healthcare	Submit for Peer Response (Ind Qs)	30	P/F	26-Nov
19-Nov	2, 3	Activity: CASE BRIEF Food Truck	In Class Participation	30	P/F	9-Nov
19-Nov	5	Activity: Design Conversation	In Class Participation		-	
Week 5--Hybrid Class, Work Independently						
26-Nov	5	Activity: Sprint Design Lab 1	Submit for Peer Response (Ind Qs)	30	P/F	3-Dec
Week 6--Matesi in Stevens Point 12/3, 4:00-7:30 pm						
3-Dec	5	Activity: Sprint Design Lab 2	In Class Participation	30	P/F	3-Dec
3-Dec	5	Assignment: Design a Sprint		350	A-F	20-Dec
Week 7--Hybrid Class, Work Independently						
10-Dec	5	Activity: Sprint Design Lab 3	Hybrid Participation	30	P/F	10-Dec
10-Dec	5	Assignment: Design a Sprint			A-F	20-Dec
Week 8--Matesi in Wausau 12/17, 4:00-7:30 pm						
17-Dec	5	Activity: Sprint Design Lab 4	In Class Participation	30	P/F	17-Dec
17-Dec	5	Assignment: Design a Sprint			A-F	20-Dec
17-Dec		Course Wrap-up		30	P/F	20-Dec
Total				1000		

Our **tentative** course schedule is listed above. Each module will become available the Friday before the module begins. All provided course schedules are organized by week number in accordance with the official UWSP Academic calendar. A direct link to the UWSP Academic calendar can be found here: <https://www.uwsp.edu/acadaff/Pages/AcademicCalendar.aspx>

6.2 Suggested Reading Schedule

Before 10/29 Read—

- Coursepack, Decision Making: It's Not What You Think
- Coursepack, Organigraphs: Drawing How Companies Really Work
- Coursepack, Strategy Reading: Introduction to Strategy

Before 11/5 Read and Simulate—

- Coursepack, Strategy Reading: Executing Strategy
- Coursepack, Value Champion Simulation
- Book, SKIM, Mind Tools for Managers: 100 Ways to be a Better Boss

Before 11/12 Read—

- Book, READ, Mind Tools for Managers: 100 Ways to be a Better Boss
- Coursepack, IBM: Leaders Who Make a Difference: Sam Palmisano's Smarter IBM

Before 11/19 Read—

- Coursepack, Boldly Go: Character Drives Leadership at Providence Healthcare

Before 11/26 Read—

- Book: Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days

7. OTHER ADMINISTRATIVE DETAILS

7.1. ADA / Equal Access for Students with Disabilities

The American Disabilities Act (ADA) is a federal law requiring educational institutions to provide reasonable accommodations for students with disabilities. For more information about UWSP's policies, see: <https://www.uwsp.edu/datc/Pages/uw-legal-policy-info.aspx>

UW-Stevens Point will modify academic program requirements as necessary to ensure that they do not discriminate against qualified applicants or students with disabilities. The modifications should not affect the substance of educational programs or compromise academic standards; nor should they intrude upon academic freedom. Examinations or other procedures used for evaluating students' academic achievements may be adapted. The results of such evaluation must demonstrate the student's achievement in the academic activity, rather than describe his/her disability.

If modifications are required due to a disability, please inform the instructor and contact the Disability and Assistive Technology Center to complete an Accommodations Request form. The Disability and Assistive Technology Center is located on the 6th Floor of Albertson Hall. For more information, call 715-346-3365 or visit: <https://www.uwsp.edu/datc/Pages/default.aspx>

7.2. Inclusivity/Nondiscrimination Statement

It is the responsibility of the instructor to present materials and activities that are respectful of diversity, such that students from all diverse backgrounds and perspectives be well-served by this course. No person shall be discriminated against because of race, ethnicity, color, age, religion, creed, gender, gender identity, sexuality, disability, nationality, culture, genetic information,

socioeconomic status, marital status, veteran's status, or political belief or affiliation and equal opportunity and access to facilities shall be available to all. To address concerns regarding any of these issues please call 715-346-2606 or visit:

<http://www.uwsp.edu/hr/Pages/Affirmative%20Action/About-EAA.aspx>

7.3. Religious Beliefs Accommodation

It is UW System policy (UWS 22) to reasonably accommodate your sincerely held religious beliefs with respect to all examinations and other academic requirements. A direct link to this policy can be found here: https://docs.legis.wisconsin.gov/code/admin_code/uws/22

7.4. Help Resources

The Tutoring and Learning Center helps with Study Skills, Writing, Technology, Math, & Science. The Tutoring and Learning Center is located at 018 Albertson Hall. For more information, call 715-346-3568 or visit: <https://www.uwsp.edu/tlc/Pages/default.aspx>

If you need healthcare, UWSP Student Health Service provides student-centered healthcare that empowers and promotes wellness for all UWSP students. Student Health Service is located on the 1st floor of Delzell Hall. For more information, call 715-346-4646 or visit:

<http://www.uwsp.edu/stuhealth/Pages/default.aspx>

The UWSP Counseling Center is staffed with licensed mental health professionals dedicated to assisting students as they navigate difficult circumstances or resolve personal concerns. Therapy and consultation services are free of charge for registered students. The UWSP Counseling Center is located on the 3rd Floor of Delzell Hall. For more information, call 715-346-3553 or visit:

<http://www.uwsp.edu/counseling/Pages/default.aspx>

In addition to the support services provided by Student Health Service and the UWSP Counseling, there are also professional support services available to students through the Dean of Students. The Office of the Dean of Students supports the campus community by reaching out and providing resources in areas where a student may be struggling or experiencing barriers to their success. Faculty and staff are asked to be proactive, supportive, and involved in facilitating the success of our students through early detection, reporting, and intervention. As such, an instructor may contact the Office of the Dean of Students if he or she senses that a student is in need of additional support beyond what the instructor is able to provide. For more additional information, please go to <http://www.uwsp.edu/dos/Pages/default.aspx>

UWSP students may also share a concern directly if they or another member of our campus community needs support, is distressed, or exhibits concerning behavior that is interfering with the academic or personal success and/or the safety of others. Please report any concerns of this nature at <https://www.uwsp.edu/dos/Pages/Anonymous-Report.aspx>

7.5. Emergency Response Guide

In the event of an emergency, follow UWSP's emergency response procedures. For details on all emergency response procedures, please go to <http://www.uwsp.edu/rmgt/Pages/em/procedures>

7.6. UWSP Community Bill of Rights and Responsibilities

UWSP values a safe, honest, respectful, and inviting learning environment. In order to ensure that each student has the opportunity to succeed, a set of expectations has been developed for all students, staff, and faculty. This set of expectations is known as the Rights and Responsibilities document, and it is intended to help establish a positive living and learning environment at UWSP. For more information, go to: <https://catalog.uwsp.edu/content.php?catoid=10&navoid=422#section-1-communal-bill-of-rights-and-responsibilities>

7.7. University Attendance Policy

In addition to the course attendance policies determined by the instructor (noted above if applicable), the university provide standard guidelines by which students are to abide. All exceptions to the course attendance policy or the university guidelines should be documented in writing. A link to the university's attendance guidelines can be found at: <https://www.uwsp.edu/regrec/Pages/Attendance-Policy.aspx>

7.8. University Drop Policy

You are expected to complete the courses for which you register. If you decide you do not want to take a course, you must follow the procedures established by the university to officially drop the course. If you never attend or stop attending a course and fail to officially drop, you will receive an F in the course at end of the semester. A link to the university's drop policy can be found at: https://catalog.uwsp.edu/content.php?catoid=11&navoid=431&hl=add%2Fdrop&returnto=search#Drop/Add/Withdrawal_Procedures

7.9. Academic Honesty

UW System policy (UWS 14) states that students are responsible for the honest completion and representation of their work, for the appropriate citation of sources, and for respect of others' academic endeavors. Students suspected of academic misconduct will be asked to meet with the instructor to discuss the concerns. If academic misconduct is evident, procedures for determining disciplinary sanctions will be followed as outlined in UWS 14. A direct link to this policy can be found here: https://docs.legis.wisconsin.gov/code/admin_code/uws/14

7.10. Grade Reviews/Appeals

A formal grade appeal, also known as a Grade Review, can be requested in instances when the student feels that he or she was not provided a syllabus with a grading scale in a timely manner (i.e., the end of the second week of classes) and/or the instructor did not stick with the grading scale published in the syllabus. Questions of whether or not the instructor appropriately graded one or more of the course assignments, quizzes, exams, etc. are not matters to be decided by a formal grade appeal, but rather should be taken up with the instructor directly. Information on

grade reviews can be found in the University Handbook, Chapter 7, Section 5. A link to the university's policies on non-academic misconduct can be found at <https://www.uwsp.edu/acadaff/Pages/gradeReview.aspx>

7.11. *Non-Academic Misconduct*

Information on non-academic misconduct can be found in Chapters 17 and 18 of the Student Rights and Responsibilities Document. A link to the university's policies on non-academic misconduct can be found at <https://www.uwsp.edu/dos/Pages/stu-conduct.aspx>.

7.12. *Confidentiality*

Learning requires risk-taking and sharing ideas. Please keep your classmates' ideas and experiences confidential outside the classroom unless permission has been granted to share them.

This course may require students to post their work online using applications or services that have not been approved by UW-system. In this situation, the students work will only be viewable only by his or her classmates. None of the work submitted online will be shared publicly. Some assignments require account creation for online programs. The instructor of this course will not share your academic records (grades, student IDs). Confidentiality of student work is imperative, so you should not share the work of your peers publicly without their permission. By participating in these assignments, you are giving consent to sharing of your work with others in this class and you recognize there is a small risk of your work being shared online beyond the purposes of this course. Examples of additional risks include data mining by the company providing the service, selling of your email to third parties, and release of ownership of data shared through the tool. Please contact your instructor prior to the due date if you wish not to participate in these online assignments due to confidentiality concerns.

It is important for students to understand that faculty are required to report any incidents of maltreatment, discrimination, self-harm, or sexual violence they become aware of, even if those incidents occurred in the past, off campus, or are disclosed as part of a class assignment. This does not mean an investigation will occur if the student does not want that, but it does allow the university to provide resources to help the student continue to be successful.

7.13. *Sample Coursework Permission*

The instructor may wish to use a sample of your work or some of the feedback you provide on the course in future teaching or research activities. Examples: showing students an example of a well-done assignment; analyzing student responses on a particular question; discussing teaching techniques at a conference. If your coursework or feedback is used, your identity will be concealed. If you prefer not to have your work included in any future projects, please send the instructor an e-mail indicating that you are opting out of this course feature. Otherwise, your participation in the class will be taken as consent to have portions of your coursework or feedback used for teaching or research purposes.

7.14. *Revision Clause*

This syllabus, the provided schedule, and all aforementioned coursework, are subject to change. It is the student's responsibility to check the course website for corrections or updates to the syllabus. Any changes will be clearly noted in a course announcement or through email.