

Teams, Leadership and Decision Making

OMBA 5205 – 01 | 4 credit hours

Spring 2021

Instructors:

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COURSE DESCRIPTION

This course emphasizes tools for effective decision-making and concepts of group dynamics. A retreat is a vital component of this course which focuses on individual growth, team building and group decision making. We will draw on research from economics to inform decision-making skill development. This course lays a foundation for ethical decision-making, which will be emphasized throughout the program.

PURPOSE AND LEARNING OUTCOMES

The purpose of the course is to learn about, develop and improve:

- Interpersonal communication and team building;
- Individual and group decision making;
- Leadership; and
- Ethical awareness and leadership in organizational settings.

The work completed in this course is designed to support the OMBA Learning Objectives (2, 6):

- Develop self-awareness and professional purpose; and
- Recognize and address moral and ethical challenges and defend a course of action.

Specific learning outcomes for this course include:

- Be more effective in collaborating with others to solve common problems; improving creativity in coping with challenges and finding solutions; and becoming more adept at integrating a diversity of considerations in making decisions. (PMBA Learning Objectives 1, 3, 5)
- Critically examine the role of ethics in leading teams and organizations with attention to values as well as biases that can guide decision making. (PMBA Learning Objectives 1, 2, 4, 5, 6)
- Assess both group and individual performance to inform and enhance future group effectiveness. (PMBA Learning Objectives 2, 4, 5, 6)

TEXTS AND MATERIALS

The following are the required readings/texts for this class. Links are available on canvas.

Available online (assuming you have not used up your monthly free articles):

- NYT: "What Google Learned from Its Quest to Build the Perfect Team"
- BBC: "Racial gaslighting made me feel like a foreigner in my own home"

Available for free as pdfs (or ebook for EQ Primer) for students enrolled in this course:

- EQ Primer; 4th Edition

Available as pdf's for you to purchase as a course pack for through Harvard Business School Publishing:

HBR OMBA 5205 Course Pack:

- HBR: "The Secrets of Great Teamwork"
- HBR: "Discovering Your Authentic Leadership"
- Politics, Groups, and Identities via HBR: "Racial Gaslighting"
- HBR: "How the Best Bosses Interrupt Bias on Their Teams"
- HBR: "A New Team Face"
- HBR: "The Parable of the Sadhu"
- HBR: "What Makes a Leader"
- HBR: "The Performance Management Revolution"

Books to purchase (you can choose a hard copy, e-book or audio book - whatever is most convenient for you):

- Goodpastor, Kenneth. *Conscience and Corporate Culture*. Blackwell Publishing Limited, 2007.
- Patrick Lencioni. *The 5 Dysfunctions of a Team*. Jossey-Bass, 2002
- Mackey, John and Raj Sisodia. *Conscious Capitalism: Liberating the Heroic Spirit of Business*. Harvard Business Review Press, 2013
- Tom Rath. *Strengths Finder 2.0*, Gallup Press, 2007.
 - **Please Note: You will most likely need to purchase this new to get the access code for the assessment.**

SCHEDULE

WEEK	TOPICS	INSTRUCTOR	ASSIGNMENTS
1	Introductions & Teams	Bohan & Colaner	See Canvas
2	Leadership, Identity, Strengths & Values	Bohan	
3	Leadership, Bias & Racism	Bohan	
4	Emotional Intelligence	Bohan	
5	Introduction to Ethics & Business Ethics	Colaner	
6	Evaluation of Shareholder Theory	Colaner	
7	Emotional Intelligence & Ethics/LEAD	Bohan & Colaner	
8	Value Analysis	Colaner	
9	Deeper into EQ & Ethics	Colaner	
10	Integration	Bohan & Colaner	

Additional information on class schedule, readings, assignments, etc. available on Canvas.

EVALUATION AND GRADING

ASSIGNMENT	POINTS
Weekly Online Discussions (10x2pts each)	20
Reading Question Set (10x2pts each)	20
Weeks 2, 3, 6, 8, & 9 Assignments (5x4pts each)	20
Week 4 Assignment - Application Paper Version 1.0	10
Week 7 Assignment - Leadership Challenge Assignment	20
Week 10 Assignment - Application Paper Version 2.0	10
TOTAL POINTS	100

POINT SCALE	LETTER GRADE	POINT SCALE	LETTER GRADE
94% and higher	A	77% - 79%	C+
90% - 93%	A-	74% - 76%	C
87% - 89%	B+	70% - 73%	C-
84% - 86%	B	Below 70%	D or F
80% - 83%	B-		

COURSE POLICIES

ATTENDANCE

Attendance in an online course is evidenced by logging into, and being an active participant, in our online course site. Active participation is an essential and intrinsic element of the education process. Absence affects the learning experience and erodes the program's norms for quality. Inactivity in the course may result in a grade reduction at the discretion of the instructor(s).

When you are planning an absence, it is your responsibility to notify the instructors via e-mail to arrange any necessary make-up assignments. In addition, you will need to collaborate with cohort members or study teams to cover any missed group work. Please contact your instructor(s) to discuss concerns.

INTERNET ACCESS

We will use a variety of online applications to communicate and collaborate. As such, you will need a reliable, high-speed Internet connection for the duration of this course. If you are traveling to countries such as China, Vietnam, Saudi Arabia, Iran, Burma, and others, some content in this course may be blocked. Please contact the instructor immediately if you will be traveling to a country that may block Internet access during any portion of this class.

LATE AND MAKE-UP WORK

Unless prior arrangements have been made with the instructor, assignments that are turned in late will lose 10% of the total points per day, starting at the time at which it was due (including weekends). Some assignments, such as discussions, will not be accepted after the due date. No make-up work will be assigned in this course.

UNIVERSITY RESOURCES & POLICIES

ACADEMIC RESOURCES

- **Library and Learning Commons**

<http://www.seattleu.edu/learningcommons/>

This includes: Learning Assistance Programs, Research [Library] Services, Writing Center, Math Lab

- **Academic Integrity Tutorial**

Found on Canvas and SU Online

ACADEMIC POLICIES

- **Academic Integrity Policy**
- **Academic Grading Grievance Policy**
- **Professional Conduct Policy**

(only for those professional programs to which it applies)

<https://www.seattleu.edu/redhawk-axis/academic-policies/>

- **Notice for students concerning Disabilities**

If you have, or think you may have, a disability (including an ‘invisible disability’ such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff located in Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process.

- **Notice Regarding Religious Accommodations**

It is the policy of Seattle University to reasonably accommodate students who, due to the observance of religious holidays, expect to be absent or endure a significant hardship during certain days of their academic course or program. Please see, Policy on Religious Accommodations for Students (<https://www.seattleu.edu/media/policies/Policy-on-Religious-Accommodations-for-Students---FINAL.PDF>).

- **Office of Institutional Equity**

Title IX of the Education Amendments of 1972 (Title IX) prohibits discrimination based on sex in educational programs or activities that receive Federal financial assistance. This prohibition includes sexual misconduct, which encompasses sexual harassment and sexual violence. Seattle U remains committed to providing a safe and equitable learning, living, and working environment. Seattle U offers emergency, medical, and other support resources, as well as assistance with safety and support measures, to community members who have experienced or been impacted by sexual misconduct.

Seattle U requires all faculty and staff to notify the University’s Title IX Coordinator if they become aware of any incident of sexual misconduct experienced by a student.

For more information, please visit <https://www.seattleu.edu/equity/>. If you have any questions or concerns, you may also directly contact the Title IX Coordinator in the Office of Institutional Equity (email: oi@seattleu.edu; phone: 206.296.2824) University Resources and Policies