

COURSE INFORMATION (Based on my Spring 2014 course but may change)
BSEO 2538 – Strategic Leadership (1.5 credits)
Spring 2, 2015 (Thursdays at 6:20 pm)

Clinical Professor Robert S. Atkin (atkin@katz.pitt.edu for additional information)

Course Description: This course deals with the particular challenges of leading the firm at the senior executive level. Such challenges include development and implementation of corporate vision, values, and goals; organizational design and change management; working with a board of directors, shareholders and the media; and crisis management. This course will provide students with the tools needed to help an organization cope with difficult economic times while also moving it forward in a dramatic fashion. In addition, students will learn important concepts that differentiate average organizations from those that are truly exceptional. These issues will be addressed through cases, class discussion and experiential group work. Active participation is encouraged, expected, and rewarded. To the degree possible, we will have live or Skype involvement with one or two C-level guests. While not a formal prerequisite, pairing this course with BIND 2203 "Organizational Transformation" in Spring 1 makes a nice 3 credit package.

Course objectives: This course has three objectives:

- To hone your business acumen and skills regarding the drivers, the challenges, and the dynamics of strategic leadership;
- To acquaint you with some of the particular challenges of executive leadership; and
- To introduce you to the management-focused literature germane to the topic.

Syllabus Overview:

1. CEO Decisions during Start-up
Case: StudyBlue Also 2 HBR articles
Reading: TBA
2. Building and Marinating a Winning Culture
Case: zappos.com 2009 (multimedia case) Also 1 reading
3. Either: Coalition Building between the Firm and External Stakeholders
Case: Cummins, Inc.
Or: Guest speaker
4. Taking Over a Seriously Troubled Organization
Case: Paul Levy (multimedia case) Also readings TBA
5. Negotiations across National Boundaries
Case: Motors for Munchao (a negotiating simulation)
6. Rooting out Corruption
Case: Fighting Corruption at Siemens Also readings TBA
7. Final Exam (Open notes, case-focused, and team-based)

Performance Evaluation: Above I noted that active participation is encouraged, expected, and rewarded. To that end, your course evaluation will be based on two elements:

1. Class involvement 40%
2. Open notes, case-focused, and team-based final exam 60%

Student Course Evaluation: I taught this course in Spring 2014 and students evaluated it on "Overall Teaching Effectiveness" as 4.38/5.0. Total enrollment was about 51.

Elective for the Organizational Leadership Certificate. Course appropriate for all concentrations.