

**BUAD 304: Organizational Behavior and Leadership**  
**Syllabus Spring 2019**

Section # 14722 - 4 Units  
Meets M/W from 12-1:50 pm

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Office Hours: Mon/Wed by appt 8:30am-9:30am or 2:00-4:00pm open door

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**Course Description**

**Organizational behavior** is the study of the human elements of organizations—what people need and desire at work, how they use their time, talent, and energy for collective ends, and how they can work together effectively for a greater good. **Leadership** is the process by which an individual guides and influences others to engage in these collective endeavors.

This course, on organizational behavior and leadership, will therefore have a dual focus: 1) students will develop an understanding of and an ability to rigorously evaluate research findings from the field of organizational behavior in order to identify best organizational practices for leading teams and organizations, and 2) students will engage in exercises that will allow them to develop and cultivate the interpersonal skills required to lead diverse groups and organizations effectively.

Due to this combined focus on fundamental analysis and concrete application, this course will help you exhibit sound judgment in making complex decisions, manage relationships with others, motivate and influence others without relying on formal authority, build and manage high performing teams, deploy social capital, negotiate effectively, lead organizational change, and generally make sense of today's — and tomorrow's — organizational world. These are the leadership skills that organizations are looking for and that you must possess in order to excel in today's dynamic, competitive, and global marketplace. These are the skills we'll build in BUAD 304.

**Course Learning Objectives**

After successfully completing this class, students should be able to:

- Utilize organizational behavior theories, frameworks, principles, and tactics to prevent OB problems from emerging and, when problems are identified, intervene to fix them.
- Evaluate the benefits and challenges of alternatives to achieve high performance at the individual, team and organizational levels.
- Develop greater confidence and dexterity with enacting a variety of leadership behaviors.
- Create a plan to improve your own personal leadership skills and to manage your career.

The course will place a special emphasis on developing your critical thinking skills. Cases will seek to develop your ability to uncover the various potential problems, challenges and opportunities faced by a business, sort and select the most important, develop alternative courses of action for addressing those issues, assess the different courses of action in light of multiple

criteria, select the solutions that have the potential to be the most effective and develop an effective implementation plan.

The relationship between the course learning goals and the Marshall School of Business' undergraduate business program learning goals is described in Appendix A.

### **Course Materials**

You will need the following resources for this course.

(1) Textbook & Connect online: Organizational Behavior: A Practical, Problem-Solving Approach 2<sup>nd</sup> edition by Angelo Kinicki and Mel Fugate plus Connect online. 2018. McGraw Hill.  
*You can purchase the text at the USC Bookstore (about \$138) or the eBook version (ISBN 9781260737226) directly from McGraw Hill (\$85). We have negotiated the best pricing for purchase. You can use the following link to connect to our site: <https://connect.mheducation.com/class/c-alt-alt-buad-304-14722> Of course, you have other options. Make sure you have access to the online Connect resources and the 2<sup>nd</sup> edition.*

(2) ARES Course Reader: The course reader is accessible for free on the USC Libraries ARES system online. Go to <https://reserves.usc.edu/ares/> and search for BUAD 304 for Spring 2019. Instructions for how to download the articles in Appendix B and posted on Blackboard.

(3) Case Reader: BUAD 304 Spring 2019 Organizational Behavior & Leadership Coursepack available for purchase (\$25.50) at <https://hbsp.harvard.edu/import/596294>.

### **Additional Readings, Resources and Assessments**

1. Videos are available on the USC Marshall Critical Thinking Initiative website to help you better understand how to do case analysis and use the Marshall USC-CT framework. <http://info.marshall.usc.edu/faculty/critthink/Pages/default.aspx>
2. Personal assessments are listed in the class schedule with how to access them via a website or McGraw-Hill Connect.
3. Any additional readings and/or assessments will be posted on Blackboard.

### **Course Notes**

Lecture slides, this syllabus, and additional course information are available through your Blackboard account. Blackboard is the primary channel of communication for this course so take note of announcements and other email messages you receive. Assignment and exam scores are posted here as well. You can also communicate directly with your Professor, your project team members, and other classmates from your section. To access Blackboard from your web browser, enter <https://blackboard.usc.edu>, and use your USC username and password to log in.

## Grading

<b>Exams</b>		<b>35%</b>
<i>Midterm</i>	15	
<i>Final</i>	20	
<b>Team Project</b>		<b>35%</b>
<i>Proposal</i>	3	
<i>Paper</i>	25	
<i>Presentation</i>	5	
<i>Self &amp; Peer Evaluation</i>	2	
<b>Individual Assignments</b>		<b>15%</b>
<i>Case analysis memos</i>	2.5	
<i>Teaming ELC Reflection</i>	2.5	
<i>Final Reflection Paper</i>	10	
<b>Participation</b>		<b>15%</b>
<b><u>TOTAL</u></b>		<b><u>100%</u></b>

Final grades for this course will reflect the weighted sum of your assignment grades and will adhere to the grading policy approved by Marshall. Three items are considered when assigning final grades:

1. Your average weighted score as a percentage of the available points for all assignments (the points you receive divided by the number of points possible).
2. The overall average percentage score within the class.
3. Your ranking among all students in the class.

## Course Requirements: Participation

**Class Participation:** This part of your grade will be based on consistent and effective contributions to class discussions. In-class assignments and activities also contribute to this score. You are expected to attend every class session having read, thought about, and prepared any assigned material. You should also be prepared to share your ideas and to actively listen to and interpret the ideas presented by others. Comments that are vague, repetitive, unrelated to the discussion, or disrespectful of others will be evaluated negatively. Quality comments possess one or more of the following attributes:

- Offer a relevant concept or personal experience;
- Provide careful analysis by applying theory and concepts from readings and lectures;
- Move the discussion forward by building on previous contributions with new insights;
- Ask thoughtful and challenging questions.

**Research Studies Participation:** A smaller component of your participation grade is based on your involvement in research activities. By experiencing the research process firsthand, you gain a greater understanding of how research, and therefore the knowledge that it undergirds, is generated. This understanding can help you to more rigorously evaluate future research findings and therefore apply them appropriately as you advance through your career. You can choose one of two options below to fulfill this requirement.

**Please Note:** If you do not complete one of these two options, you will lose points for the participation part of your grade.

**Option 1: Participate in research studies.** To do this, you will attend sessions outside of class, participating in studies conducted by researchers in MOR at the Marshall School of Business. You will earn .5 or 1 credit for each separate study you complete; most sessions are no more than one hour long. You will need to obtain **4 credits** during the semester to fulfill the research requirement. Students must be age 18 or older by **Friday, February 8, 2019** to choose Option 1; otherwise, you will need to use Option 2.

- **How to choose the participation option:** register for a SONA account at <http://marshall-mor.sona-systems.com/> no later than **Friday, January 25, 2019**. Instructions are also posted on Blackboard. Those who do not register or reactivate by this date will be required to complete Option 2 (research papers; see below). After you verify your SONA account, you will need to check the SONA site regularly to find open studies and sign yourself up to participate in them. Sometimes email announcements about available studies are made as well, but do not rely on them. Studies are scheduled throughout the semester at various days and times. Please remember to cancel within 8 hours if you cannot attend a study. If a research cancels on you within 8 hours, the researcher must grant you credit. While there are usually enough studies to accommodate all students, it is important that you complete your credit early to be sure you can find all the studies you need (and also for your own peace of mind). You are not guaranteed enough study spots. To receive full participation credits, you must earn your first credit by **Friday, March 8, 2019**. Your final credits can be earned any time before **Friday April 26, 2019** (the last day of classes).
- **Please Note:** If you earn your first 3 credits by showing up to ALL of your scheduled sessions on time, then you will automatically earn your 4<sup>th</sup> credit “free.” That is, the system is “earn three, get one free” providing you show up to all of your registered sessions. This means you will not earn the “free” credit if you have any “Unexcused No Shows” on your records.
- **Important Notes:**
  - (a) If you already have a SONA research study account from a past BUAD 304 or BUAD 497 course, you will still need to **email ([mor.sona@marshall.usc.edu](mailto:mor.sona@marshall.usc.edu)) the administrator from the website by Friday, January 25, 2019** in order to request account reactivation. Past credits earned CANNOT be used for current courses.
  - (b) If you are enrolled in Marketing (MKT) BUAD 307, please make sure you can visit the Marketing research study website your Marketing professor has given you (see your Marketing course syllabus). **Each course has its own unique SONA Systems web address.** Credits will NOT transfer from one course to another for credit fulfillment (no exceptions).

**Option 2: Research Papers.** You can also complete the research requirement by writing three short research papers on topics pre-approved by your Professor. Papers must be turned in by **Friday, April 26, 2019** to your Professor.

### **Course Requirements: Individual Written Assignments**

**Case Analysis Homework:** This portion of your grade will be based on timely and complete submission of homework that helps you review and apply course concepts while practicing

critical thinking skills. You are required to complete the Case Analysis Memo for the Engstrom Auto Mirror case. Additional case memos and/or online quizzes may be assigned by your professor to provide knowledge checks periodically throughout the semester. You will learn more about this in class and instructions will be posted on Blackboard.

**Teaming Exercise Reflection Paper:** Following the Teaming ELC exercise you will write up a short self-reflection on what you learned from the experience and the insights you gained about your role and behavior in team activities. This will be discussed further in class. Instructions and a grading rubric will be posted on Blackboard.

**Final Reflection Paper:** You will write a short personal reflection paper that describes how your team experience was influenced by different group properties and processes as well as reflect on your own behavior and learning. You will be assessed based on thoughtful, convincing, insightful, and exploratory writing and reflection, a strong connection between the experience and the learning or insights gained, and the use of specific detail and narrative accounts that convey an understanding of the experience supported by course material and personal assessment results. This will be discussed further in class. Instructions and a grading rubric will be posted on Blackboard.

### **Course Requirements: Team Project Assignments**

**Team Project:** You will work together as an intact OB Team throughout the semester to prepare for and complete the Team Project. Your team will demonstrate that you understand the major challenges and key success factors to perform effectively as an individual, on a functioning team, and as a manager in business and society today. The aims of the team project are (1) to enrich your understanding of organizations and management; (2) to provide you with an opportunity to apply what you have learned in the course; (3) to assess your ability to define and analyze an organization or organizations and come to insightful conclusions and (4) to help you develop critical interpersonal and teamwork skills.

Your team will have a choice of conducting either:

(a) Fieldwork study with a local organization such as a student organization, business unit on campus, or other local company. Your team will investigate and analyze some aspect of this organization that connects with themes in the course such as the organization's culture, the structure and functioning of groups within the organization, its reward systems, or its relation to its local or national environment. You will make recommendations or identify best practices based on your study.

(b) Issues analysis of an issue/topic connected to the themes in the course and of importance to multiple organizations; this issue may be inspired by something in the headlines of the business press or something in your own experience. You will need to examine the nature of this issue and analyze in detail how 2-3 diverse companies have addressed and/or experienced the issue. You will make recommendations and/or identify best practices based on your study.

Your “deliverable” for this project has four components:

- 1) Project proposal: A one page memo (12-point, Times-Roman font, double spaced, 1-inch margins on all sides);
- 2) Project paper: An 8-10 page analytical paper (12-point, Times-Roman font, double spaced, 1-inch margins on all sides);
- 3) In-class presentation: A 15 minutes presentation, 5 minutes for Q&A;
- 4) Self & peer evaluation feedback (online assessment explained in class).

Feedback helps you learn and improve your performance as well as the quality of your output as a team. As part of the team project, you will practice and develop skills in providing and receiving effective feedback through in-class exercises and a more formal peer evaluation survey. The criteria for the peer evaluation will be discussed in class and posted on Blackboard.

The final grade for this project is based upon all four components - project proposal, project paper, presentation, and self/peer evaluation. The team project will be evaluated according to quality of analysis, appropriate use of course concepts, logic and substantiation of conclusions, and clarity and appeal of your class presentation. Further instructions and grading rubrics will be posted on Blackboard.

Grades for individual student contributions to team projects are **assigned by your Professor**, based on my observations of the team’s working dynamics, my assessment of the team project quality, and thoughtful consideration of the information provided through your peer evaluations.

### **Course Requirements: Midterm and Final Exams**

**Progress Exam and Final Exam:** The exams will include short case-based essay questions and multiple-choice questions. Refer to the exam study guide that is posted on Blackboard for information on the format of the questions, topics covered, and a sample question. The midterm exam will take place in Week 7. Make-up progress exams will not be permitted.

The final exam will take place on the date and time assigned based on the University final examination schedule. If you have another final exam scheduled for the same time as the final exam for this course, you must let your Professor know about the conflict at least 2 weeks prior to the final exam.

*Weekly Class Schedule is available as a separate document on Blackboard*



## **USC Marshall Critical Thinking Initiative**

The USC Marshall Critical Thinking Initiative is a school-wide effort to improve your critical thinking skills in order to be more successful problem solvers in class and in the workplace. This means that you will engage in a variety of learning activities in your courses which are aimed at developing and applying your critical thinking skills in a disciplined manner so that you can outperform others to get your desired job and to further excel in your career. Your ability to think critically is an important part of the evaluation/grading process in this course. The centerpiece of Marshall's critical thinking knowledge is a website that contains instructional materials and videos. We utilize these resources to prepare you to do the case analysis assignments as noted in Course Materials. Website:

<http://info.marshall.usc.edu/faculty/critthink/Pages/default.aspx>

## **Academic Integrity & Conduct**

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. *SCampus*, the Student Guidebook, ([www.usc.edu/scampus](http://www.usc.edu/scampus)) contains the University Student Conduct Code (see University Governance, Section 11.00), while the recommended sanctions are located in Appendix A.

Should there be any suspicion of academic dishonesty, students will be referred to the Office of Student Judicial Affairs and Community Standards for further review. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>. Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. The use of unauthorized material or technology, communication with fellow students during an examination, attempting to benefit from the work of another student, and similar behavior that defeats the intent of an examination or other course work is unacceptable and will be treated accordingly. Other integrity violations include handing in someone else's homework assignment for them when they did not attend class, or claiming credit for words or thoughts that are not your own, which includes having your name appear on a team project/paper when you did not fully participate in completion of the project/paper. These actions will have significant impact such as failing the course. Not only is it your responsibility to abide by these standards, it is also your responsibility to notify the instructor if you observe any violations of academic integrity in this course.

You are expected to familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, "Behavior Violating University Standards" <https://policy.usc.edu/scampus-part-b/>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct>.

## **Student Support Systems**

*Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call*

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

<https://engemannshc.usc.edu/counseling/>

*National Suicide Prevention Lifeline - 1-800-273-8255*

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. <http://www.suicidepreventionlifeline.org>

*Relationship & Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call*

Free and confidential therapy services, workshops, and training for situations related to gender-based harm. <https://engemannshc.usc.edu/rsvp/>

*Sexual Assault Resource Center*

For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the website: <http://sarc.usc.edu/>

*Office of Equity and Diversity (OED)/Title IX compliance – (213) 740-5086*

Works with faculty, staff, visitors, applicants, and students around issues of protected class.

<https://equity.usc.edu/>

*Bias Assessment Response and Support*

Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response. <https://studentaffairs.usc.edu/bias-assessment-response-support/>

*The Office of Disability Services and Programs*

Provides certification for students with disabilities and helps arrange relevant accommodations.

<dsp.usc.edu>

*Student Support & Advocacy – (213) 821-4710*

Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic. <https://studentaffairs.usc.edu/ssa/>

*Diversity at USC – <https://diversity.usc.edu/>*

Tab for Events, Programs and Training, Task Force (including representatives for each school), Chronology, Participate, Resources for Students

*USC Emergency Information*

Provides safety and other updates, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible. <emergency.usc.edu>

*USC Department of Public Safety – UPC: (213) 740-4321 – HSC: (323) 442-1000 – 24-hour emergency or to report a crime.*

Provides overall safety to USC community. <dps.usc.edu>



## **Students with Disabilities**

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs ([www.usc.edu/disability](http://www.usc.edu/disability)). DSP provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: [ability@usc.edu](mailto:ability@usc.edu). Please be sure the letter is delivered to your Professor as early in the semester as possible.

## **Retention of Graded Coursework**

Final exams and all other graded work, which affects the course grade, will be retained for one year after the end of the course *if* the graded work has not been returned to the student (i.e., if we returned a graded paper to you, it is your responsibility to file it, not ours). We recommend that you keep returned work in a folder or other safe place in the event you need to reference it.

## **Statement on Technology Use**

Please note that computer laptop or tablet use is not allowed during class unless otherwise advised by your Professor. It is far more important to participate than to take detailed notes. A few hand-written notes will suffice. After each class session, you may want to take some time to reflect on the learning experience and type up whatever notes seem useful. All electronic devices are to be turned off and kept off throughout the class session. Instructors may deny Participation/Contribution points to students misusing technology during class. We invite you to “Be Here, Be Present!” to create an engaging learning community.

## **Emergency Preparedness/Course Continuity**

In case of a declared emergency if travel to campus is not feasible, the *USC Emergency Information* web site (<http://emergency.usc.edu/>) will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC’s Blackboard learning management system ([blackboard.usc.edu](http://blackboard.usc.edu)), teleconferencing, and other technologies.

Appendix A.



**Undergraduate Program Learning Goals and Objectives**

**BUAD 304 Coverage of Learning Goals**

<p><b>Learning goal 1: Our graduates will demonstrate critical thinking skills so as to become future-oriented problem solvers, innovators and decision makers in diverse and rapidly changing business environments.</b></p> <ul style="list-style-type: none"> <li>• Students will demonstrate the ability to anticipate, identify and solve business problems. They will be able to identify and assess central problems, identify and evaluate potential solutions, and translate a chosen solution to an implementation plan that considers future contingencies</li> <li>• Students will demonstrate the ability to be accurate, clear, expansive (thorough, detailed) and fair-minded in their thinking</li> <li>• Students will critically analyze concepts, theories and processes by stating them in their own words, understanding key components, identifying assumptions, indicating how they are similar to and different from others and translating them to the real world</li> <li>• Students will be effective at gathering, storing, and using qualitative and quantitative data and at using analytical tools and frameworks to understand and solve business problems</li> <li>• Students will understand the concepts of critical thinking, entrepreneurial thinking and creative thinking as drivers of innovative ideas</li> </ul>	<p><b><u>High</u></b></p>
<p><b>Learning Goal 2: Our graduates will develop people and leadership skills to promote their effectiveness as business managers and leaders in the 21<sup>st</sup> century's evolving work and organizational structures.</b></p> <ul style="list-style-type: none"> <li>• Students will recognize, understand and analyze the roles, responsibilities and behaviors of effective managers and leaders in diverse business contexts e.g., functionally diverse, culturally diverse, geographically diverse, etc.</li> <li>• Students will understand factors that contribute to effective teamwork including how to elicit, manage and leverage diverse perspectives and competencies.</li> </ul> <p>Students will recognize, understand, and analyze the motivations and behaviors of stakeholders inside and outside organizations (e.g., teams, departments, consumers, investors, auditors)</p>	<p><b><u>High</u></b></p>
<p><b>Learning Goal 3: Our graduates will be effective communicators to facilitate information flow in organizational, social, and intercultural contexts.</b></p> <ul style="list-style-type: none"> <li>• Students will identify and assess diverse personal and organizational communication goals and audience information needs</li> <li>• Students will demonstrate an ability to gather and disseminate information and communicate it clearly, logically, and persuasively in professional contexts</li> <li>• Students will understand individual and group communications patterns and dynamics in organizations and other professional contexts</li> </ul>	<p><b><u>Medium</u></b></p>
<p><b>Learning goal 4: Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities and aspire to add value to society.</b></p> <ul style="list-style-type: none"> <li>• Students will recognize ethical challenges in business situations and assess appropriate courses of action</li> </ul> <p>Students will understand professional codes of conduct</p>	<p><b><u>High</u></b></p>
<p><b>Learning goal 5: Our graduates will develop a global business perspective. They will understand how local, regional, and international markets, and economic, social and cultural issues impact business decisions so as to anticipate new opportunities in any marketplace.</b></p> <ul style="list-style-type: none"> <li>• Students will understand that stakeholders, stakeholder interests, business environments (legal, regulatory, competitor) and business practices vary across regions of the world</li> </ul> <p>Students will understand how local, regional and global markets interact and are impacted by economic, social and cultural factors.</p>	<p><b><u>Medium</u></b></p>

<p><b>Learning goal 6: Our graduates will understand types of markets and key business areas and their interaction to <i>effectively manage different types of enterprises</i>.</b></p> <ul style="list-style-type: none"><li>• Students will demonstrate foundational knowledge of core business disciplines, including business analytics and business economics</li><li>• Students will understand the interrelationships between functional areas of business so as to develop a general perspective on business management</li><li>• Students will apply theories, models, and frameworks to analyze relevant markets (e.g. product, capital, commodity, factor and labor markets)</li><li>• Students will be able to use technologies (e.g., spreadsheets, databases, software) relevant to contemporary business practices</li></ul>	<p><b><u>Low</u></b></p>
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last update 12/21/17

## Appendix B. How to Access ARES Course Reader

**Automated Reserves System (ARES)** manages course reserves including electronic reserves and physical reserve requests. Maintained and operated by the **Integrated Document Delivery (IDD)** department, the ARES database differs from Blackboard as it is supported by USC Libraries staff to manage physical and electronic reserve requests obtainable and available from library resources.

You can access ARES at: <https://reserves.usc.edu>

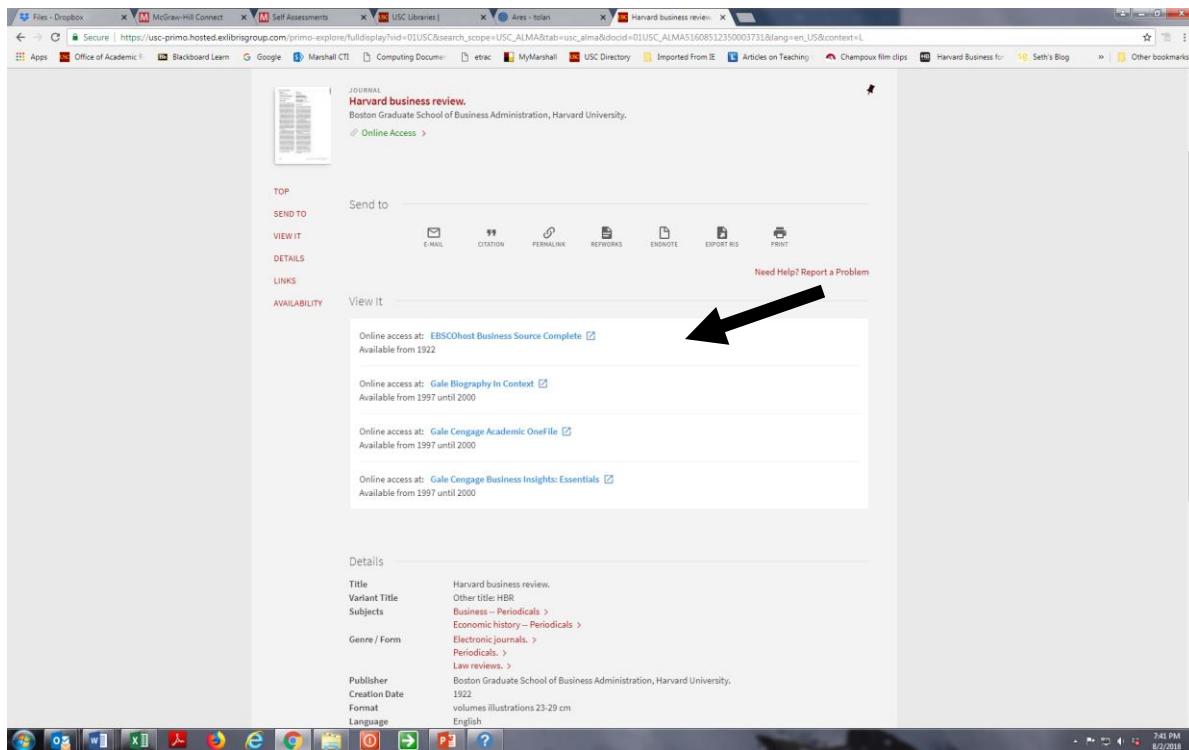
Students can find a quick introduction and guide on how to add courses to their ARES profile at:

<http://libguides.usc.edu/distancelearning/course reserves>

You will be able to search courses by Instructor Name, Department, and Course Number. On-line students can find their courses by searching by Department since most courses are under a Lead Instructor. Please note, although your course may not be listed under your individual instructor name, the core reserve material posted is the same across all sections of a course number.

### How to Access Harvard Business Review Articles on ARES

When you click on the link in ARES for Harvard Business Review articles, it will take you to this page. You want to select EBSCOhost Business Source Complete. There are only a few steps but if you find yourself getting frustrated, remember this is saving you about \$120! Plus this is an important research skill.



The screenshot shows a web browser window displaying the Harvard Business Review article page. The page title is "Harvard business review." and it is published by the Boston Graduate School of Business Administration, Harvard University. The page includes a "Send to" section with options for E-MAIL, CITATION, PERMALINK, REFWORKS, ENROUTE, EXPORT RIS, and PRINT. Below this is a "View it" section with a "Need Help? Report a Problem" link. The "View it" section lists four online access options:

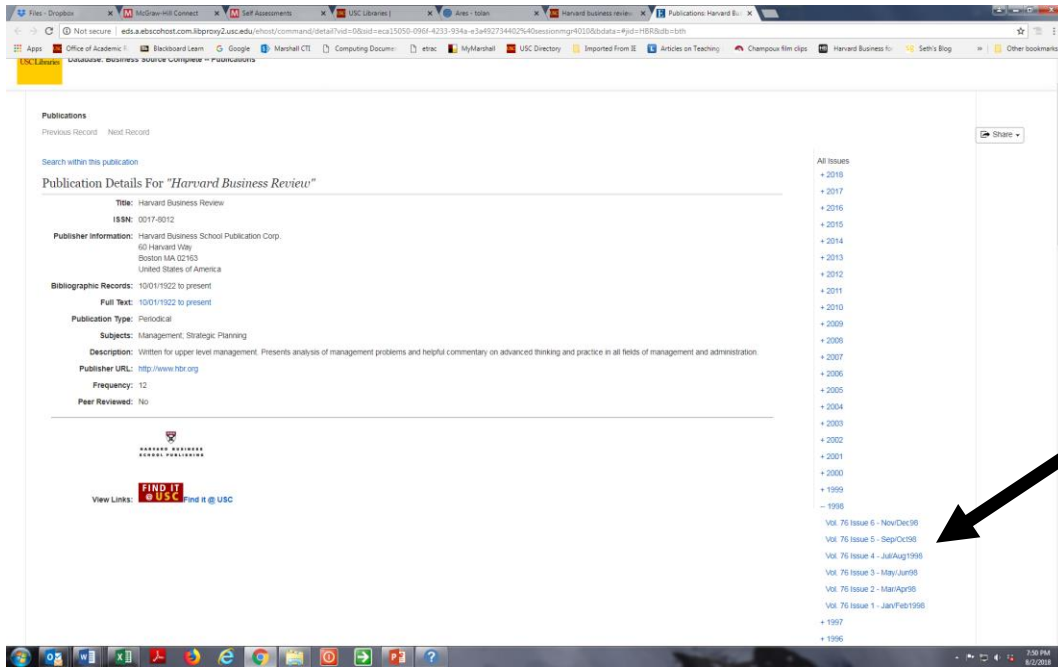
- Online access at: [EBSCOhost Business Source Complete](#) (Available from 1922)
- Online access at: [Gale Biography in Context](#) (Available from 1997 until 2000)
- Online access at: [Gale Cengage Academic OneFile](#) (Available from 1997 until 2000)
- Online access at: [Gale Cengage Business Insights: Essentials](#) (Available from 1997 until 2000)

The "Details" section provides the following information:

- Title: Harvard business review.
- Variant Title: Other title: HBR
- Subjects: [Business -- Periodicals](#) > [Economic history -- Periodicals](#) >
- Genre / Form: [Electronic journals.](#) > [Periodicals.](#) > [Law reviews.](#) >
- Publisher: Boston Graduate School of Business Administration, Harvard University.
- Creation Date: 1922
- Format: volumes illustrations 23-29 cm
- Language: English

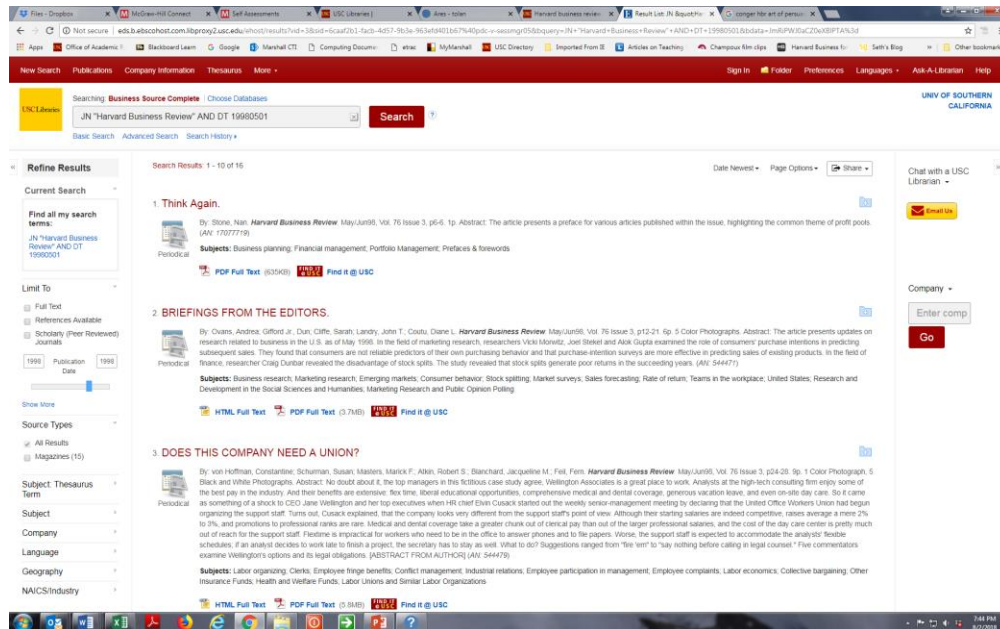
A black arrow points to the EBSCOhost Business Source Complete link in the "View it" section.

The following page will appear. You will need to select the Year, Volume and Date for the article. This is included in the syllabus and on the Master Reading Reference List posted in Blackboard.



This will take you to the online issue where you will find the article. You may need to scroll down to find the article you are looking for as shown below.

### LANDING PAGE:



## SCROLL DOWN TO FIND ARTICLE (if necessary):

The screenshot shows a web browser window displaying search results for Harvard Business Review articles. The browser tabs include 'Moodle', 'USC Libraries', and 'Harvard Business Review'. The search results are as follows:

- 6 CREATING CORPORATE ADVANTAGE.**  
By: Collis, David J.; Montgomery, Cynthia A. *Harvard Business Review* May/Jun96, Vol. 76 Issue 3, p70-83, 11p. 1 Color Photograph, 3 Black and White Photographs, 3 Diagrams. Abstract: What differentiates truly great corporate strategies from the merely adequate? How can executives at the corporate level create tangible advantage for their businesses that makes the whole more than the sum of the parts? This article presents a comprehensive framework for value creation in the multibusiness company. It addresses the most fundamental questions of corporate strategy: What businesses should a company do? How should it coordinate activities across businesses? What role should the corporate office play? How should the corporation measure and control performance? Through detailed case studies of Tyco International, Sharp, the Newell Company, and Bantini and Saatchi, the authors demonstrate that the answers to all these questions are driven largely by the nature of a company's special resources—its assets, skills, and capabilities. These range along a continuum from the highly specialized at one end to the very general at the other. A corporation's location on the continuum constrains the set of businesses it should compete in and limits its choices about the design of its organization. Applying the framework, the authors point out the common mistakes that result from misaligned corporate strategies. Companies mistakenly enter businesses based on similarities in products rather than the resources that contribute to competitive advantage in each business. Instead of tailoring organizational structures and systems to the needs of a particular strategy, they create plain-vanilla corporate offices and infrastructures. The company examples demonstrate that one size does not fit all. One can find great corporate strategies all along the continuum. INSETS: Relationships in about resources; not products; Should corporate resources be shared or transferred? Financial versus operating control. [ABSTRACT FROM AUTHOR] (AN: 547128)  
**Subjects:** Business planning; Strategic planning; Corporate growth; Conglomerate corporations; Financial performance; Economic value added (Corporations); Competitive advantage in business; Tyco International Ltd.; Newell Co.; Sharp Corp.; Offices of Other Holding Companies  
Times Cited in This Database: (15)  
[PDF Full Text](#) (8/88) [Full Text](#) [Find it @ USC](#)
- 7 THE NECESSARY ART OF PERSUASION.**  
By: Conger, Jay A. *Harvard Business Review* May/Jun96, Vol. 76 Issue 3, p84-95, 12p. 2 Color Photographs. Abstract: Business today is largely run by teams and populated by authority-averse baby boomers and Generation Xers. That makes persuasion more important than ever as a managerial tool. But contrary to popular belief, the author asserts, persuasion is not the same as selling an idea or convincing opponents to see things your way. It is instead a process of learning from others and negotiating a shared solution. To that end, persuasion consists of four essential elements: establishing credibility, framing to find common ground, providing vivid evidence, and connecting emotionally. Credibility grows, the author says, out of two sources: expertise and relationships. The former is a function of product or process knowledge and the latter a history of listening to and working in the best interest of others. But even if a persuader's credibility is high, his position must make sense—even more, it must appeal—to the audience. Therefore, a persuader must frame his position to illuminate its benefits to everyone who will feel its impact. Persuasion then becomes a matter of presenting evidence—but not just ordinary charts and spreadsheets. The author says the most effective persuaders use vivid, even over-the-top, stories, metaphors, and examples to make their positions come alive. Finally, good persuaders have the ability to accurately sense and respond to their audience's emotional state. Sometimes, that means they have to suppress their own emotions; at other times, they must intensify them. Persuasion can be a force for enormous good in an organization, but people must understand it for what it is: an often painstaking process that requires insight, planning, and compromise. INSETS: Twelve years of watching and listening; Four ways not to persuade. [ABSTRACT FROM AUTHOR] (AN: 547143)  
**Subjects:** Executive ability (Management); Management styles; Negotiation; Selling; Organizational learning; Cross-functional teams; Corporate culture; Employee motivation; Industrial psychology; Persuasion (Psychology); Applied psychology  
Times Cited in This Database: (13)  
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- 8 EMPOWERMENT: THE EMPEROR'S NEW CLOTHES.**  
By: Argins, Chris. *Harvard Business Review* May/Jun96, Vol. 76 Issue 3, p98-100, 8p. 2 Color Photographs. Abstract: Everyone talks about empowerment, but it's not working. CEOs subtly undermine empowerment. Employees are often unprepared or unwilling to assume the new responsibilities it entails. Even change professionals sizzle it. When empowerment is used as the ultimate criteria of success in organizations, it covers up many of the deeper problems that they must overcome. To understand this apparent contradiction, the author explores two kinds of commitment: external and internal. External commitment—or contractual compliance—is what employees display when they have little control over their destinies and are accustomed to working under the commands-and-control model. Internal commitment occurs when employees are committed to a particular project, person, or program for their own individual reasons or motivations. Internal commitment is very closely allied with empowerment. The problem with change programs designed to encourage empowerment is that they actually end up creating more external than internal commitment. One reason is that these programs are rife with inner contradictions and send out mixed messages like "do your own thing—the way we tell you." The result is that employees feel little responsibility for the change program, and people throughout the organization feel less empowered. What can be done? Companies would do well to recognize potential inconsistencies in their change programs, to understand that empowerment has its limits, to establish working conditions that encourage employee internal commitment, and to realize that morale and even empowerment are nonreplaceable criteria in organizations. The ultimate goal is performance. [ABSTRACT FROM AUTHOR] (AN: 547147)

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