MGT 6253 ON
Leadership and Executive Development
Fall 2016
The George Washington University
School of Business

Updated: 28 August 2016

Professor: D. Christopher Kayes, PhD
Professor and Chair,
Department of Management
2201 G Street, NW; Funger 313
202-994-4795
Email: dckayes@gwu.edu
Office Hours: by appointment

Instructional Assistant: Jackie Ferree
ferreej@email.gwu.edu
Course Overview:

This course examines leadership in organizations and develops the skills, knowledge, and abilities for effectiveness in an executive role. Leadership theories and research, including contemporary and classic approaches, are explored and put into a contemporary context.

Course Outcomes:

By the end of this course, the student will be able to:

CO1: Apply a learning approach to executive and leadership development
CO2: Understand the role of self-awareness and individual learning and development for executive development
CO3: Understand the link between critical thinking, self-awareness, emotional intelligence, and strategy formation
CO4: Develop life long learning skills to enhance leadership demands across a career

Learning Outcomes:

LO1: Discern the importance of and distinguish the difference between leadership approaches in the contemporary organization
LO2: Demonstrate leadership self awareness in team and organizational context
LO3: Understand the processes associated with communicating and leading during times of crisis, change, and continuity
LO4: Conduct global strategic analysis appropriate for executives and communicate key strategic intent

Learning Strategies:

Learning outcomes will be achieved through the following techniques:

- Readings
- Video review
- Respond to questions
- Participate in live sessions
- Reflection, self-assessments, and writing papers
- Completion and reflection on discussion boards
- Seeking feedback from others in the class and informal 'coaches'
Required articles and materials:

- *The Learning Advantage: Six Practices of Learning Directed Leadership*. By Anna B. Kayes & D. Christopher Kayes. Palgrave: Macmillan. ISBN: 978-0-230-57754-1. (This is the only item to purchase for this course)


- Other readings as assigned in Blackboard.

Methods of student evaluation:

Every graduate level course has two objectives. One objective is developmental, designed to improve your knowledge and personal growth. The other objective is evaluative, designed to assess your performance in the course. The evaluation and grading of this course reflects both objectives and is designed to evaluate performance as well as encourage development. **All deliverables are due by 11:59 PM on the due date.**

The final course grade will be allocated according to the following formula:

Point values:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Points</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Posts (3 @ 1 and 2 pts)</td>
<td>5</td>
<td>9/4 and 9/11</td>
</tr>
<tr>
<td><strong>Assignments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning Style Inventory and questions</td>
<td>10</td>
<td>9/18</td>
</tr>
<tr>
<td>Immunity to change and questions</td>
<td>5</td>
<td>9/25</td>
</tr>
<tr>
<td>Emotional Intelligence self study</td>
<td>5</td>
<td>10/9</td>
</tr>
<tr>
<td>Team Leadership Questionnaire and Paper</td>
<td>10</td>
<td>10/16</td>
</tr>
<tr>
<td>Creating my Leadership Brand and questions</td>
<td>10</td>
<td>11/13</td>
</tr>
<tr>
<td>Learning versus performing</td>
<td>5</td>
<td>11/20</td>
</tr>
<tr>
<td><strong>Papers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self directed Learning Activity Paper</td>
<td>20</td>
<td>12/4</td>
</tr>
<tr>
<td>Personal Leadership Story</td>
<td>15</td>
<td>12/9</td>
</tr>
<tr>
<td><strong>Participation in synchronous sessions</strong></td>
<td>15</td>
<td></td>
</tr>
<tr>
<td><strong>Total Points</strong></td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>
Description of Assignments:

Discussion Posts:

Discussion posts consist of questions and threaded discussions between all members of the class. Discussion Posts are available by clicking on the “Discussions” tab on Blackboard main menu.

Assignments:

Assignments are short activities designed to help you apply the material from the course. Download assignment through the “Deliverables” tab on the Blackboard main menu.

Papers:

Papers are longer reflections on course material that is applied to help you develop your leadership self-awareness, emotional intelligence, and skills. Papers can be downloaded through the “Deliverables” tab on the Blackboard main menu. Papers demonstrate your knowledge of the material, your ability to apply the material in context, and original insights into how the material might help improve you or your organization.

Each paper submitted must conform to APA guidelines for citation and presentation.

1. For more on APA style see: http://owl.english.purdue.edu/owl/resource/560/01/

   For information on citations see: The Citation Project available at:
   http://site.citationproject.net/

All papers should consider the learning objectives of the course and the rubric provided at the end of this syllabus. Papers should also consider the following:

1. Did the paper consider the context for applying class concepts
2. Did the paper demonstrate an understanding and knowledge of key terms, concepts, and theories
3. Did the paper apply the terms and concepts to solve problems or take action
4. Did the paper include clear reasoning by linking
   o concepts,
   o evidence, and
   o theory
Grade distribution:

At the recommendation of the MBA Faculty Task Force, this course will rely on the following grade distribution. Not more than 20% of the class will receive an A. 70% will receive a B or below. The grade distribution of the class will have an average between 3.2 and 3.4. The professor reserves the right to adjust this scale at any time.

Due Dates:

All assignments are due by 11:59 PM on the Sunday of class week, with the exception of the final paper which is due on a Friday December 9th. For example, for session 1 – discussion board posts are due Sept. 4th by 11:59PM. Late assignments will be given ½ credit.

Live sessions:

This course will hold live sessions throughout the semester. See the course Schedule for times and dates.
Grading criteria for discussion posts.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Exceptional</th>
<th>Proficient</th>
<th>Marginal</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td>Posts draw directly upon the material to make a creative and substantive point that extends beyond material</td>
<td>Content is factually accurate, but does not include much conceptual nuance or development</td>
<td>Repeats some previous content, does not add substantively to the discussions</td>
<td>Posts irrelevant information</td>
</tr>
<tr>
<td>Clarity &amp; Mechanics</td>
<td>Organized around a central point/argument, concise, clear and easy to read</td>
<td>Organized, well edited and thoughtfully composed</td>
<td>Open and respectful tone, some typos</td>
<td>Unclear, disorganized, unedited</td>
</tr>
<tr>
<td>Reference &amp; Support</td>
<td>Uses references to literature, readings, personal experience in ways that strongly support the main position</td>
<td>Incorporates the work/experiences of other with minimal link to main position</td>
<td>Appeals to personal experience but content does not link to main position</td>
<td>No or few references to support position</td>
</tr>
<tr>
<td>Connections</td>
<td>Consistently draws course material into connection with the topic by integrating references to other posts, websites and/or articles.</td>
<td>Regularly establishes connections to other sources.</td>
<td>Infrequently establishes connections to other sources.</td>
<td>Establishes no connections to other sources.</td>
</tr>
<tr>
<td>Follow up Postings</td>
<td>Analyzes the posts of others, extends the discussion in new directions, relates comments to previous discussions.</td>
<td>Elaborates on existing posts with further comment/observation.</td>
<td>Comments do not enrich the discussion.</td>
<td>No or few comments on postings of others.</td>
</tr>
</tbody>
</table>