MGT 8840—Fall 2020: Reinventing Business Leadership

Catalog Description
This course addresses essential knowledge and skills of business leadership for professional and personal development. Using dimensions of leadership applicable to business information, integration, inspiration, integrity, and individuality; students assess their individual leadership skills and competencies; best practices of current business leaders; and formulate strategies for lifelong leadership development. Application of leadership in both traditional organizations and evolving organizational structures, networks, technologies, alliances, and diverse populations is covered.

Course Instructor
Dan Stotz, Assistant Dean for Strategic Partnerships and Lecturer of Management
Kennesaw State University, College of Professional Education, and the Michael A. Leven
School of Management, Entrepreneurship and Hospitality
Email: dstotz@kennesaw.edu; Office Phone: 470-578-3685; Mobile Phone: 404-788-0947

Teaching and Learning Approach
During the Fall 2019 semester, the MGT 8840 course received a perfect 5.0 out of 5.0 student rating for overall quality of instruction. The course uses an action-learning approach to teaching and learning focusing on leadership techniques that are validated by research and proven in practice. There is no text book, instead we will use timely articles, classroom team exercises, and highly-engaging PPT presentations. The student will learn how to reach their full potential as a leader, innovator, and change-maker.

Leadership Frameworks
We will begin by exploring three leadership development models that have been validated by research and proven in practice. The three frameworks are:

1. Adaptive Leadership: Heifetz & Linsky, Harvard’s Kennedy School for Public Policy
3. Competing Values Leadership: Quinn & Rohrbaugh, University of Michigan

In this course, we will be using the Competing Values Framework (CVF) approach to leadership development. The CVF approach was developed by professors at the University of Michigan Business School and was named one of the Top 20 business models. The CVF has been research-validated and embraced by numerous corporations including Google, IBM and The Coca-Cola Company. We will focus on the eight (8) leader roles that a person needs to master in order to become a highly-respected leader, innovator, and change-maker.
Course Schedule: Fall Semester 2020

Week 1, 6-8:45 PM, August 17, KSU Center, Classroom 441
Theme: The Top 3 Leadership Frameworks
Topics: Adaptive Leadership, The 5 Leadership Practices, and a Major Focus on the Google Approach to Leadership

Week 2, 6-8:45 PM, August 24, KSU Center, Classroom 441
Theme: Leader as Director: Part 1

Week 3, 6-8:45 PM, August 31, KSU Center, Classroom 441
Theme: Leader as Director: Part 2
Topics: Converting Strategy into SMART Goals, identifying the Key Performance Indicators, Effectively Delegating to Others, and Using Total Motivation to Drive Performance

Week 4, 6-8:45 PM, September 14, KSU Center, Classroom 441
Theme: Leader as Producer: Part 1
Topics: The Purpose—Driving Growth, The People—Talent Engagement, and The Practice—Job Design and Organizational Culture

Week 5, 6-8:45 PM, September 28, KSU Center, Classroom 441
Theme: Leader as Producer: Part 2
Topics: Manage Stress—Understanding the Zones of Stress, Manage Time—Gaining Control of our Calendar, Manage Email—Developing a System that Works, and Getting Things Done

Week 6, 6-8:45 PM, October 5, KSU Center, Classroom 441
Exam 1: Held at the Beginning of Class and Covering Weeks 1-5
Theme (After the Exam): Leader as Communicator: Part 1
Topics: Communicating with Empathy, Asking Great Questions, and Saying the Right Things

Week 7, 6-8:45 PM, October 12, KSU Center, Classroom 441
Theme: Leader as Communicator: Part 2
Topics: Avoid Bad Listening Habits, Present Inspiring Ideas, Communicating During Change, and Creating a Sense of Urgency

Week 8, 6-8:45 PM, October 19, KSU Center, Classroom 441
Theme: Leader as Coach: Part 1
Topics: Understand Self, Know What You’re For, and Understand Coaching Fundamentals

Week 9, 6-8:45 PM, October 26, KSU Center, Classroom 441
Theme: Leader as Coach: Part 2
Topics: Coach to Resolve Conflicts, Coach for Development, Coach for Solutions, and Coaching High-Performing Teams
Week 10, 6-8:45 PM, November 2, KSU Center, Classroom 441
**Theme:** Leader as Coordinator
**Topics:** Understanding Project Management, Writing the Project Charter, Building the Iron Triangle (Scope, Schedule, and Budget), and the Difference Between Leading and Managing

Week 11, 6-8:45 PM, November 9, KSU Center, Classroom 441
**Exam 2: Held at the Beginning of Class and Covering Weeks 6-10**
**Theme (After the Exam):** Leader as Monitor
**Topics:** Managing Information, Mapping the Core Processes, Making Decisions Participatory, and Understanding Data Analytics

Week 12, 6-8:45 PM, November 16, KSU Center, Classroom 441
**Theme:** Leader as Innovator: Part 1
**Topics:** Understanding Innovation, and Innovation Phases (Discovery, Prototyping, Execution)

Week 13, 6-8:45 PM, November 23, KSU Center, Classroom 441
**Theme:** Leader as Innovator: Part 2
**Topics:** Innovating the Mayo Clinic Way, Integrating Innovation and Intrapreneurship, and Creating a Culture of Innovation

Week 14, 6-8:45 PM, November 30, KSU Center, Classroom 441
**Term Paper Due at the Beginning of Class**
**Theme:** Leader as Change Agent: Part 1
**Topics:** Understanding Change Management and Intro to the Seven Steps to Leading Change

Week 15, 6-8:45 PM, December 7, KSU Center, Classroom 441
**Theme:** Leader as Change Agent: Part 2
**Topics:** Deep Dive into the Seven Steps to Leading Change

Week 16, 6-8:45 PM, December 14, KSU Center, Classroom 441
**Exam 3: Held at the Beginning of Class and Covering Weeks 11-15**

**Grading Methodology**
The grading methodology measures student performance in the following key areas:

1. Three Exams of 100 points each: 300 points
2. Classroom Participation: 100 points
3. Term Paper (5-7 Pages): 100 points

**There are 500 total available points and the grading scale is as follows:**

A. 450 to 500 points
B. 400 to 449 points
C. 350 to 399 points
D. 300 to 349 points
E. 299 and below (Grade Reported as an “F”)