COURSE DESCRIPTION

To be successful in today’s complex business environment, leaders need to have a thorough understanding of leadership processes, and the capabilities to effectively influence individuals and groups to meet organizational goals. The purpose of this course is to: build the MBA student’s understanding of leadership concepts, processes and behavior; identify, develop and build leadership capabilities; and develop an ongoing individual plan to continue to strengthen those capabilities.

COURSE MATERIALS


LEARNING GOALS AND OBJECTIVES

• To understand and apply major leadership theories and concepts.
• To build an understanding of the related individual (motivations, traits, skills, styles) and organizational (strategies, opportunities, challenges, readiness) elements in different leadership situations.
• To build leadership and team membership skills through team assignments.
• To develop a leadership brand, identify strengths and developmental opportunities, and develop an ongoing leadership development plan.
• To assess the effectiveness of leadership in different cultures and countries.

COURSE POLICIES:

- **Academic Integrity**: As a member of the Rutgers University community, you are expected to abide by the Rutgers Academic Integrity Policy. Relative to grades, you earn your grade on a level playing field with your other classmates. Please do not:
  - Ask that your grade be raised because it is “close” to the next higher grade.
  - Ask to be preferentially treated by requesting an “extra credit” project.
  - Ask to turn in an assignment late. You have the due dates on the first day of class.
  - Plagiarize any of your work.
- **Attendance/Participation**: Attendance will be taken in each class. You are expected to **attend and constructively participate in all class sessions**. Material will be covered in class that is not covered in the text. Please email me if you will not be attending a class.

- **Missed Classes**: Each class is worth a representative % of your Attendance/Participation Grade. If you miss class, it is your responsibility to obtain missed materials from other students. You will also be responsible for a **make-up assignment** that is due on or before the next class. If that assignment is not delivered by the next class, you will receive a “0” for that missed class’ Attendance/Participation grade.

- **Late Assignments**: All assignments are to be delivered by the due dates in the syllabus. Late assignments will **not** be accepted, and you will receive a “0” for those assignments. No excuses; you have the due dates on the first day of class (syllabus).

- **Textbook**: Bring your textbook to class as in-text materials will be used.

- **Blackboard (Bb) and Email Accounts**: Bb is used frequently in this course. All students should check Bb and their Rutgers email account frequently each week for announcements and other course-relevant material. You should always check Bb just before leaving for class in case of last-minute changes or cancellations.

- **Course Communications**: All course communications with the professor and other students are to be professional and courteous.

- **Email Communications**: For all email communications with me, please use my gmail address ([paippoliti@gmail.com](mailto:paippoliti@gmail.com)), and put the class and your last name (i.e. Executive Leadership - Ippoliti) in the Subject Line. I will normally respond within 24-48 hours. If your email does not have Executive Leadership in its Subject Line, it will go into spam and you will not get a response nor credit for whatever you sent to me.

- **Cell Phones, Laptops, etc**: Please turn off the volume on cell phones, etc. before class begins. Laptops should be off during lectures, presentations and class discussions.

- **Responsibility for Learning**: You are responsible for your learning in this course. As the professor, I will introduce you to new information, ask questions and provide examples to facilitate understanding, and will be available to help you with both the content and processes explored during the class. It is your responsibility to master and apply the material and processes through critical thinking and active participation.

- **Syllabus**: While every attempt is made to include all course information on this syllabus, some changes may be necessary, and those changes will be announced in class. Students are responsible for abiding by the terms contained in this syllabus.

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**ATTENDANCE/PARTICIPATION (10%)**

Attendance will be taken in each class. You are expected to **attend and constructively participate in all class sessions**. Please note that your grade is based on attendance **AND** constructive participation in every class. 100% attendance will earn an “80%” of this grade; the level and quality of your participation in all class sessions will determine grades above 80% for this grade.
TEAM CASE ASSIGNMENT (20%):

The purpose of these assignments is to research, analyze, present and lead a class discussion on a specific Baby Boomer or Generation X leader. Students will form teams, select a current leader with the professor, and analyze that leader. For each case, the team needs to develop and present an in-depth analysis and recommendations based on course concepts; and lead the class in a discussion of the case. The case assignment is based on a team approach – each team will develop and deliver a 25 minute (hard stop at 25) PPT presentation and then lead a 15 – 20 minute discussion (total 45 minutes). The team case must be submitted by one team member to Bb before the class presentation class, and a hard copy brought to class for the professor.

At the end of Team presentations, every student will evaluate his/her team members’ contributions, and rank the other teams’ presentations. (This evaluation is required by every student to complete this assignment.) The team member contribution feedback will be factored into each student’s grade for his/her Team Case assignment.

LEADERSHIP DEVELOPMENT PLAN ASSIGNMENT (LDP) (30%):

The purpose of this assignment is to integrate your course learning into a personal Leadership Development Plan (LDP). Each student will develop a Leadership Development Plan based on:

- The Student Leadership Practices Inventory (SLPI) by Kouzes and Posner. The SLPI is initiated by the student, and instructions are at the end of the syllabus. This is an online survey, and there is a charge of $20, consisting of a self assessment plus assessments from 10 – 15 colleagues, supervisors, direct reports, etc. that he/she selects. It is recommended that you initiate this process at least 6 weeks before the assignment is due. All questions/issues on the SLPI need to be resolved directly by the student with Wiley.
- The questionnaires at the end of each chapter in the text.
- Your learning and reflections from this semester.

Each student will develop and present a 10 minute (hard stop at 10), 12 slide presentation of his/her LDP to the class to include:

- Your short term and long term goals; and a description of your leadership “brand” (2 slides)
- An integrated analysis of your SLPI and questionnaires (6 slides/60% of grade)
- Identification of your strengths and developmental areas (2 slides/20% of grade)
- Your plan for building your leadership capabilities and skills (2 slides/20% of grade).

ALL LDP presentations, with attached SLPI results and completed end-of-chapter questionnaires, are to be submitted through Bb. A hard copy of the PPT should be provided to the professor before you present.

GLOBAL LEADER TEAM ASSIGNMENT (30%):

The purpose of this assignment is to:

- Learn from different leadership styles in different cultures
- Build critical thinking and analytical skills in assessing leadership effectiveness
- Apply leadership theories/concepts for improving leadership effectiveness
Students will form teams, select a current global leader (from EMEA, Asia Pacific, Latin America) with
the professor, and analyze that leader. Your team needs to: describe that leader’s vision, values,
challenges and track record; provide an analysis of his/her effectiveness; and then make recommendations
on how he/she can be more effective.

Each team is expected to deliver a 30 minutes presentation (hard stop at 30) and then lead a 20 minute
discussion on that leader (total 50 minutes). No paper is required, just the presentation. The Global
Leader cases must be submitted by one team member to Bb by the due date, and a hard copy brought to
class for the professor.

At the end of all of the Global Leader Team presentations, every student will evaluate his/her team
members’ contributions, and rank the other Global Leader Team presentations. (This evaluation is
required by each student to complete this assignment.) That feedback will be factored into each student’s
grade for this assignment.

NAMING ASSIGNMENTS:
The document should be named:
- EL Team Case, or LDP, or Global Leader
- Leader’s name and Organization/Country
- The team’s last names in alphabetical order, or individual’s name
  e.g. EL Team Case #1 – Sheryl Sandberg - Facebook (Alpha, Beta, Delta); or LDP – Ippoliti.
The document is archived and must be named properly, or it will be returned.

ASSIGNMENTS and GRADING (total of 100 points):
- Class Attendance/Participation: 10%
- Team Case: 20% *
- Midterm: 10%
- LDP: 30%
- Global Leader Team Case: 30%**

*Team member feedback will be solicited on individual team members’ contributions, and factored into each
individual’s grade. Team case rankings and feedback will be solicited from the class.
**Team member feedback will be solicited on individual team members’ contributions, and factored into each
individual’s grade. Team case rankings will be solicited from the class, and factored into each team’s grade.
## EXECUTIVE LEADERSHIP
### CLASS SCHEDULE - DISCUSSION TOPICS AND ASSIGNMENTS
(Subject to change based on class progress, speaker availability, etc.)

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPICS</th>
<th>ASSIGNMENTS</th>
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<tbody>
<tr>
<td>Sat</td>
<td>Class introductions, overview, organization</td>
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<tr>
<td>Sept 7</td>
<td>1. Introduction to Leadership</td>
<td>Read Ch. 1 - 4</td>
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<td>2. Trait Approach</td>
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<td>3. Skills Approach</td>
<td>Selection of teams/leaders for Team Case Assignment</td>
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<td>4. Style Approach</td>
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<td>Sat</td>
<td>5. Situational Approach</td>
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<td>Sept 14</td>
<td>6. Contingency Approach</td>
<td>Read Ch. 5 - 7, and complete questionnaires for class</td>
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<td>7. Path-Goal Theory</td>
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<td>Sat</td>
<td>8. Leader-Member Exchange Theory</td>
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<td>Sept 21</td>
<td>9. Transformational Leadership</td>
<td>Read Ch. 8 - 10, and complete questionnaires for class</td>
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<td>10. Servant Leadership</td>
<td>(2) Team Case Assignment presentations/discussions</td>
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<td>(based on Chapters 1 - 7)</td>
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<td>Sat</td>
<td>11. Authentic Leadership</td>
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<td>Sept 28</td>
<td>12. Team Leadership</td>
<td>Read Ch. 11 - 13, and complete questionnaires for class</td>
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<td>13. Psychodynamic Approach</td>
<td>(2) Team Case Assignment presentations/discussions</td>
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<td>(based on Chapters 1 – 10)</td>
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<td>Sat</td>
<td>14. Women and Leadership</td>
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<td>Oct 5</td>
<td>15. Culture and Leadership</td>
<td>Read Ch. 14 – 16, and complete questionnaires for class</td>
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<td>16. Leadership Ethics</td>
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<td>(based on Chapters 1 – 13)</td>
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<td>Sat</td>
<td>Textbook Q&amp;A</td>
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<td>Oct 12</td>
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<td>(2) Team Case Assignment presentations/discussions</td>
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<td></td>
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<td>(based on Chapters 1 -16)</td>
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<tr>
<td>Sat</td>
<td>Midterm</td>
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<td>Oct 19</td>
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<tr>
<td>Sat</td>
<td>LDP</td>
<td>All LDP Assignments due</td>
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<td>Oct 26</td>
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<td>LDP presentations and feedback</td>
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<td>Selection of teams/leaders for Global Leader Assignment</td>
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<td>Sat</td>
<td>LDP</td>
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<td>Nov 2</td>
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<td>LDP presentations and feedback</td>
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<td>Sat</td>
<td>LDP</td>
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<td>Nov 9</td>
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<td>LDP presentations and feedback</td>
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<tr>
<td>Sat</td>
<td>Global Leaders</td>
<td>All Global Leader Team Assignment presentations due</td>
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<tr>
<td>Nov 16</td>
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<td>(3) Global Leader Teams presentations/discussions</td>
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<tr>
<td>Sat</td>
<td>Global Leaders</td>
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<tr>
<td>Nov 23</td>
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<td>(3) Global Leader Teams presentations/discussions</td>
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SLPI - WILEY

Single Leader Instructions for Completing SLPI 360 Online

As a First time Purchaser of SLPI, completing the SLPI consists of 8 simple steps; Purchasing a Token, Registering, Adding the token to your account, Creating the Assessment, Completing the self assessment, Assigning Observers, Monitoring Observer Progress, and Generating / Downloading the report.

1. **Purchase the token**
   
   http://customer.wiley.com/CGI-BIN/lansaweb?procfun+shopcart+shcfn01+funcparms+parmisbn%28a0100%29:0470177411+parmqty%28p0050%29:1+parmurl%28a0300%29:www.studentlpi.com

   Your Promo code for Rutgers University is RUTGU. This will go under the CUSTOMER CARE box.

2. **Register**
   
   When you purchased your tokens you were required to create an account for our shopping cart system. However, this login **is not** valid for SLPI. Once you have purchased your tokens, please to go:

   https://www.lpionline.com/adminmgmt/adminapp/login/loginPage

   Then, click on Register Now, and fill out the required fields. Once your account is created you will be logged into the LPI system, and taken to the Dashboard.

3. **Add the Tokens to your Account**
   
   Shortly after you complete your purchase you should receiving an email from auto-confirm@pfeifferassessments.com with a title of, “Your order with Jossey-Bass/Pfeiffer.”

   Inside that email you will see an order number listed. You will need this information to retrieve your tokens (add them to your account).
   
   1. Log into SLPI
   2. Click on Tokens
   3. Locate the heading that says “Retrieve Tokens Purchased From”.
   4. Next to Wiley, please enter your order/account number from your confirmation email
   5. You should then receive a message that the retrieval was successful.

   Note: If you receive an error message double-check your entries and try again
4. Create the Assessment

Once the token has been retrieved, you can now create the assessment. Click on HOME at the top left of the screen to return to the Dashboard. You should not see an Administrator Heading. Click on Create Assignments to begin.

NOTE: A video walkthrough can be found Here.

1. Select the Add Individual Leaders and click Next.
2. Click Add a new folder, then enter the folder name and select Save
3. Click on the box next to the folder you created, and click Next
4. Enter in the email address of the person taking the survey, and click Add
5. Enter the Leader First and Last name, and click Next
6. Click on the calendar to set both the leader and observer complete by (due) dates
7. Click Next
8. Click on the calendar to set both the leader and observer delivery dates and click Next
9. Review your choices, and then click Confirm.
10. If you have added yourself in as the leader, go back to the LPI online homepage, and skip to step 5

5. Leader Register

Once the Assessment is created, and email will be sent from notifications@pfeifferassessments.com with a subject line that reads, “Welcome to the Leadership Practices Inventory”

The leader will then need to click on the link in the welcome email which will take them to the registration page. They will then need to complete the same registration process that was done in step 2

If you have created the assessment for yourself, just click on Start Assessment on the Dashboard to begin.

6. Complete the Assessment

When the leader completes the registration process they will be logged into LPI. Once they are logged in, they can complete the Self survey by clicking on “Take Assessment.” They will need to Click Submit at the end of the survey to have the answers recorded.

Note: Once the assessment is submitted, the survey cannot be reopened/ changed.

7. Assign Observers

Once the self assessment is submitted the leader will be asked to answer some demographic questions and can then Add Observers by clicking on the Next button. Once the demographic questions are answered/skipped, they then click on Add /Manage observers.

1. Enter in the name/ email address for the first observer and click on Add (repeat as necessary)
2. Once you have entered in all of your observers, make sure that their information is correct, and then click on Save. They will then be emailed a welcome notification on the date specified.
Some time the leader adds Observers into the SLPI system they may want to send them a personal email to alert them to the fact they are asking them to complete this survey for you, and stress the deadline. Let them know that they, too, will receive an email from notifications@pfeifferassessments.com with the link and initial log on information (this is generated automatically by the system). The Observes will also need to go through the registration process, and set up a new password for themselves.

Note: an email template is available that you can use. It is available here

8. Monitor Observers
The leader or administrator may return to the site at any time to monitor how many of the Observers have responded and send a reminder email to those who have not yet completed the survey by clicking on the “Remind All” button. This will send a reminder ONLY to those who have not yet completed the survey. Or you can resend the initial invitation to just one Observer if they did not receive it.

9. Generate the report
Once the Leader and observers have completed the assessment the Administrator will then need to generate the report:
NOTE: A video walkthrough can be found Here.

1. Click on Reports at the SLPI Dashboard.
2. Click on Request Reports.
3. Select a report type by choosing the relevant radio button. (Note: SLPI Individual offers only Individual Reports, not Comparative or Combined ones.)
4. If you're generating an Individual Report, you have a choice of report formats. Select the relevant format radio buttons. If you're generating a Comparative or Combined Report, you can only select PDF.
5. Click the Next button to move on to the Request Reports screen.
6. In the bar on the left of the screen, click the name of the Folder that contains the assignment you want to generate a report for.
7. (Optional.) If you have a long list of Leaders and need to filter out some assignments to make it easier to find the one you want, choose All Assignments, Active Assignments, or Inactive Assignments from the View drop-down list.
8. (Optional.) You can also filter out assignments by clicking the Calendar icons next to the Between and And boxes. This filters the list down to only those assignments that fall between those dates.
9. When you've found the assignment(s) you want to generate a report for, click the check box(es) to select and click the Add Selected to Request button at the bottom of the screen. A Selected Assignments area appears at the bottom of the screen listing any and all assignments you've selected. The process varies slightly for Combined Reports. Instead of clicking the Add Selected to Request button at the bottom of the screen, click the Next button. Then jump ahead to Step 9 to continue.
10. If you need to select other assignments, click the Back button (within LPI, not in your browser) to go back and select more assignments. If you've chosen all the assignments you want to include, click Next.
11. On the Reports Requested screen that appears, click Confirm. After you click Confirm, you see a confirmation screen letting you know that your report was generated, and will be given a confirmation number.
10. Download Report
Reports that the administrator have previously generated will be available within 24 hours. However, they are typically available much sooner. To download the reports, please do the following:

1. Click on Reports at the SLPI Dashboard.
2. Click on View Reports
3. Locate the report request that you wish to download
4. Click on Download, and download the report to your computer.
5. You will then need to unzip the reports, and either print them or distribute them to your leaders.

NOTE: Only reports with a status of Download can be downloaded.

NOTE: If you do not remember which report request contains the leaders you are looking for, please click on the request and the contents of that request will be shown.

Trouble? If you experience any issues with your survey and need assistance please contact Wiley Technical Support through the support site at: http://lpi.custhelp.com/. Or call 877-591-7762.

OBSERVER INSTRUCTIONS FOR COMPLETING SLPI 360 ONLINE

As an Observer Completing the SLPI consists of 2 simple steps; registering, and completing the assessment.

1. Register
You will receive a separate email message from notifications@pfeifferassessments.com with the subject line that reads, “SLPI 360 Online - Request to Assess :Leader’s Name:” It will contain a link to the SLPI Online system. If you do not receive the notification email, please contact your administrator.

- If you are new to the SLPI, click on the link in your welcome email which will take you to the registration page. Complete all of the requested information including the secret questions.
  
  Note: If you have multiple email addresses, please click on “Add Another Email” during registration and enter them there. It can be clicked multiple times to add multiple addresses.

- If you have used SLPI before as an Leader or Observer, the email you receive will contain the link to the log on page. Click on the link and then enter your username and password to login. You may be prompted to complete a short registration step before you can login.
  
  Note: If you do not remember your username or password, please use the forgotten username / password link at the login page.

2. Complete the Assessment
If you are selected as an Observer, you will receive a notification email from each leader requesting your feedback. You should also see each of these assessments appear on your SLPI dashboard. Just click on Take Assessment next to their name to begin.
NOTE: If you have more than one Observer request, please verify who you are completing the survey for because once a survey is submitted, the answers cannot be changed.

NOTE: The SLPI system will “time out” if left idle for 45 minutes and all work will most likely be lost.

Trouble? If you experience any issues with your survey and need assistance please contact Wiley Technical Support though the support site at: http://lpi.custhelp.com/ or you can call 877-591-7762.