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Lansdale, Pennsylvania 19446
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Office Hours: On Line – by appointment


Self-diagnostic instruments: NDI Color Model (needed first live class) and Visionary Leader (needed towards the end of class). Both instruments are available through the DeSales MBA office in Romania and the DeSales Campus Store in the United States.

Course Description: This is an eclectic course aimed at developing a deep understanding of selected topics which contribute to personal and career development and effectiveness. The course examines the interrelatedness between cognitive and affective aspects of executive behavior and managerial decision making. Depending on student needs, course coverage includes topics such as individual self-analysis
of leadership style, communications skills, personal goals and values, interpersonal skills, team-building, negotiation skills, conflict management and group dynamics.

**Learning Outcomes:** In CR-507 students are exposed to the importance of management development activities in the corporate setting, with specific focus on the skills required for enhancing organizational and personal success. Such awareness arises from both a conceptual and applied perspective. Sensitivity to cultural differences and personal values, strengths and weaknesses and goals are developed. Students who complete CR 507 successfully, are more aware of their personal goals and values and their own management style and are more confident about ways to reinforce or change those attributes as a means of becoming a more effective executive and a more effective person.

**Accessibility:** Students with documented disabilities who wish to request course accommodations should contact the Director of the Academic Resource Center in Dooling Hall - Room 23, x. 1239 or 1293.

**Required Operating System:** Microsoft Windows 2000 or XP (XP recommended) or Mac OS 9.2 or higher. All submissions to the course instructor must be in MS Word or MS Excel format.

**Plagiarism:** DeSales University does not tolerate plagiarism. Plagiarism is the act of copying the ideas, and/or speculations, and/or language of any other person or persons, and presenting this material as one’s own original work in order to satisfy any academic requirement or complete any academic project. Plagiarism takes place when a person makes any use of another person’s unique and distinctive terminology, whether it is a single word or phrase or extended passage, without acknowledgement. Plagiarism will be considered to have occurred regardless of the person’s intent to deceive. Please refer to the DeSales University Graduate Catalog, pp. 16 ff. for more information.

**Methodology:** The course is conducted using a combination of live classroom sessions, video conference sessions, asynchronous online activities and self-diagnostic instruments. Active participation by students is expected throughout the course. Weekly participation on the course discussion board is also required. Meaningful participation requires serious student preparation outside of class.

**Course Requirements and Grading:** This course requires substantial reading, reflection and classroom participation.

Each student is required to attend each class and video conference and to participate on the course discussion board weekly unless
excused in advance by the course instructor. In any event, a record of three absences will automatically result in a course grade reduction of one letter grade (e.g. from B to C). A record of four absences will result in automatic failure of the course.

Each student is expected to prepare prior to each class or video conference, to raise issues for thought and discussion, and to engage your fellow students in meaningful dialog. A willingness to explore as well as contribute ideas that facilitate learning and personal development is essential.

The term grade will be computed according to the following weighting:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Book Report</td>
<td>15%</td>
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<tr>
<td>CEO Report</td>
<td>5%</td>
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<tr>
<td>Class, Video Conference and</td>
<td>30%</td>
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<tr>
<td>Discussion Board Participation</td>
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<tr>
<td>Course Examination</td>
<td>20%</td>
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<tr>
<td>Self Development Action Plan</td>
<td>15%</td>
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<tr>
<td>Term Paper</td>
<td>15%</td>
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**CEO Report.** See attached.

**Book Report.** A written **comparative analysis** of all four books listed above is required. Your analysis should be 10 double spaced typed pages and should conform to graduate level academic standards. Write your book report in two parts: Part One – list and briefly describe points of theory all four authors have in common; Part Two – list and briefly describe points of theory unique to each author.

**Term Paper.** See attached.

**Self Development Action Plan.** See attached.

**Discussion Board.** Each Saturday beginning January 26 the instructor will pose a discussion question on the course Discussion Board. Each student will read and ponder the question. After thoughtful consideration, each student will post an answer to the discussion question by Thursday. Students will read the postings of other students and discuss them as they wish.

### COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic(s)</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>1/7</td>
<td>Romania Live Class Introduction &amp; Course Overview</td>
<td>Begin Covey</td>
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<tr>
<td>Date</td>
<td>Event</td>
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<tr>
<td>1/9</td>
<td>Romania Live Class</td>
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<td></td>
<td>Leadership Paradigms</td>
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<tr>
<td>1/16</td>
<td>US Live Class</td>
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<td></td>
<td>Introduction &amp; Course Overview</td>
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<td>Human Variation</td>
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<td>1/23</td>
<td>US Live Class</td>
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<td></td>
<td>Leadership Paradigms</td>
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<tr>
<td></td>
<td><strong>CEO Report Due via e-mail</strong></td>
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<tr>
<td>1/26</td>
<td>Video Conference</td>
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<tr>
<td></td>
<td><strong>Begin Goleman</strong></td>
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<tr>
<td>2/2</td>
<td>Work on line</td>
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<tr>
<td>2/9</td>
<td>Video Conference</td>
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<tr>
<td></td>
<td><strong>Finish Goleman</strong></td>
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<tr>
<td>2/16</td>
<td>Work on line</td>
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<tr>
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<td><strong>Begin Nuernberger</strong></td>
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<td><strong>SDAP Due via e-mail</strong></td>
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<tr>
<td>2/23</td>
<td>Work on line</td>
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<tr>
<td></td>
<td><strong>Finish Nuernberger</strong></td>
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<tr>
<td>3/1</td>
<td>Video Conference</td>
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<td></td>
<td><strong>Begin Business Leadership</strong></td>
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<tr>
<td>3/8</td>
<td>Work on line</td>
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<tr>
<td>3/15</td>
<td>Video Conference</td>
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<tr>
<td></td>
<td><strong>Finish Business Leadership</strong></td>
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<tr>
<td></td>
<td><strong>Book Reports Due via e-mail</strong></td>
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<tr>
<td>3/22</td>
<td><strong>Final Exam Due via e-mail</strong></td>
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CEO Presentations

Directions

1. Go to the Internet or the library and look up any CEO. You may use the CEO of the company where you work if you wish.
   - Read articles about him/her
   - Think about what has made this CEO successful
   - Identify CEO strengths and weaknesses. What special qualities have made the CEO successful? What about the CEO has limited his/her success?

2. Report your findings to the class: in the form of a 3 page paper addressing the points listed above. Please post your papers on the course Discussion Board. As other students post their papers, read and comment on them.

3. E-mail instructor a copy of your report together with this form. Complete points 1-3, below and type a list of references or URLs for the sources you used in step 1, above.

Grading
(student complete parts 1-3)

1. Student's Name: __________________________________________________________
2. Student’s e-mail address: ________________________________________________
3. Name of CEO: __________________________________________________________
4. Company of CEO: ______________________________________________________
5. Presentation Grade: _____________________________________________________

Please attach List of References used in preparation of this report!
“... the single most important quality people admire is personal credibility. Credibility is the foundation of leadership.”

“One of the most critical lessons from all this is that our entire capitalist system is really based on faith. If people don't believe in those who handle their money, their livelihoods, and their lives, they'll just refuse to participate.”


As the quotes above indicate, followers are most responsive to leaders they trust. As your career progresses and you find yourself in leadership roles, those around you will decide whether or not to put their faith in you, or, put simply, whether or not to trust you.

For this paper, please reflect on how or why people do or should trust you. From these reflections write two true stories about yourself. Each short story should present a significant event, belief, point of view, etc. you have experienced. *The content of each story will indicate why followers at work would be inclined to trust you.* Fictitious names may be used to protect privacy and all submitted papers will be kept confidential.

Each story should be about 5 pages long (typed, double spaced, 12 point font, 1 inch margins on each page and [very important] indented paragraphs) for a minimum of 10 pages total. Papers are due as indicated on the course syllabus. Due dates are firm.
Each student is required to write a self development action plan consisting of: (1) a detailed analysis of strengths and weaknesses; (2) clarification of personal and professional values and goals; (3) an identification of skills that require development; (4) a detailed plan of action outlining the strategies that will be followed to achieve goals and enhance skill building.

The Plan requires three iterations and its development is an essential aspect of this course. Each iteration will be reviewed and feedback given. The third iteration will be graded. At the end of the course each student will have a well-developed individual action document of considerable personal value.

The written plan must follow this format presented on the next page.

The plan should be written to reflect all aspects of your goals: Personal Goals (i.e. the person you would like to be) and Professional Goals (i.e. the career you would like to have). Both areas must be addressed in the plan.
DESALES University

MBA PROGRAM

CR-507, Executive Skills Development

SELF-DEVELOPMENT ACTION PLAN AND PERSONAL MISSION STATEMENT

Name: ___________________________ Date: ________________

Personal Mission Statement: ______________________________________________________

_____________________________________________________________________________

_____________________________________________________________________________

_____________________________________________________________________________

_____________________________________________________________________________

Personal Goals (what kind of person you want to be?):
1. __________________________________________
2. __________________________________________
3. __________________________________________
4. __________________________________________
5. __________________________________________
6. __________________________________________
7. __________________________________________
8. __________________________________________
Professional Goals (what kind of career do you want to have?)
1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 

Strengths:

Weaknesses:

Strategy to accomplish each PERSONAL goals:
1. 
2. 
3. 
4. 
5. 
6. 
7. 
8.
Strategy to accomplish each PROFESSIONAL goals:

1.___________________________________________________________
2.___________________________________________________________
3.___________________________________________________________
4.___________________________________________________________
5.___________________________________________________________
6.___________________________________________________________
7.___________________________________________________________
8.___________________________________________________________

Evidence for accomplishment of each PERSONAL goals:

1.___________________________________________________________
2.___________________________________________________________
3.___________________________________________________________
4.___________________________________________________________
5.___________________________________________________________
6.___________________________________________________________
7.___________________________________________________________
8.___________________________________________________________
Evidence for accomplishment of each PROFESSIONAL goals:

1. ________________________________

2. ________________________________

3. ________________________________

4. ________________________________

5. ________________________________

6. ________________________________

7. ________________________________

8. ________________________________