



## IMBA 6032 A and B: Leadership and Organizational Behavior

**Instructors:** Professors Dong Liu ([dong.liu@scheller.gatech.edu](mailto:dong.liu@scheller.gatech.edu)) and Saba Colakoglu ([saba.colakoglu@scheller.gatech.edu](mailto:saba.colakoglu@scheller.gatech.edu))

### CLASS MOTTO

*Fun and Knowledge*

### TEACHING PHILOSOPHY

*Going the extra mile to support students*

### COURSE OVERVIEW

This course aids your development as a leader in business and organizations. The ability to lead is critical for your career and personal success. It can also be a significant competitive advantage for you in your career. Research shows that a core element of leadership is the ability to influence others to obtain positive results. It includes your skills in decision-making, communication, and engaging key stakeholders to achieve a common goal. Research also demonstrates that the set of skills that embody effective leadership are visible and discernible by others and can be developed with training and learning.

### GRADING

PrinciplesYou Assessment	8 points (see page 2 for instructions)
360 Degree Leadership Assessment	8 points (see page 2 for instructions)
Team virtual presentation under Canvas Assignment	40 points (see page 2 for instructions)
Open-book final exam under Canvas Assignment	44 points (see page 2 for instructions)

*Extra credit opportunities (Talent Show and Real World Application Essay) are available (see pages 5 and 6 for instructions).*

**Late Assignment Policy:** 2 points deduction (an assignment is less than 2 hours late); 4 points deduction (an assignment is 2-8 hours late); 6 points deduction (an assignment is 8-16 hours late); 8 points deduction (an assignment is 16-24 hours late). Late submissions over 24 hours will **NOT** be accepted and you will receive 0 on the assignment. Please submit your work on Canvas unless otherwise instructed by the professors.

## **ASSIGNMENTS**

### **PrinciplesYou Assessment (8 points)**

Write an introspective essay on your PrinciplesYou results, reflecting on the following points:

- Pick 4-6 traits from your report that stand out to you. Among other things, you can consider a trait where you scored highest, where you scored lowest, where you were most surprised, where you disagree most, and where you see the most potential for your leadership development.
- Reflect on how these traits serve to help or hurt you in your current role and your leadership development.
- Write down 2-3 specific action points for yourself on how you can use these results and insights to become a more effective leader.

Please submit your essay under Assignments of Canvas.

### **360 Degree Leadership Assessment (8 points)**

The 360 degree assessment measures 64 leadership traits, providing real life feedback leaders need for effective growth. You will complete the assessment online to enhance your awareness of your leadership potential and dispositions. Professor Dong Liu will provide further instructions on how to complete this assessment. **Please submit a screenshot of the final completion page of YOUR OWN assessment under Assignments of Canvas. You DON'T need to submit the whole report.**

### **Team Virtual Presentation (40 points; team virtual presentations)**

You will work with your EMBA team to choose a “big leadership question” that your team would like to “get to the bottom of.” For example, “how does a new leader motivate a subordinate close to retirement that seems to have lost motivation?” Your team will build on what you have learned from this class (e.g., professor lectures, guest speaker talks, cases, and exercises, assessments) and/or research via Harvard Business Review (print or digital), Sloan Management Review (print or digital), and similar sources to answer this question. Your team will then create and record a short 10-minute **virtual presentation** with at least three feasible strategies (actions or tactics) that answers your applied “big leadership question. The focus is to provide tangible and actionable strategies that you and your colleagues can use during their careers. **Please submit the link to your team virtual presentation under Assignments of Canvas.**

## **Open-book Final Exam (44 points)**

The final exam **posted under Assignments of Canvas** including 22 multiple choice questions (2 points per question) will be open book and open note. The final exam questions will be drawn from the readings, lectures, exercises, videos, handouts, and our class discussions. Guest speakers' talks will **NOT** be covered in the exam. Please note that **only one attempt** is allowed. After you submit your answers, you won't be able to rework on the exam.

## **ACADEMIC HONOR CODE**

Personal integrity and professionalism are fundamental values of the Scheller Business School community. This course will be conducted in strict conformity with the Academic Honor Code. The Code and related procedures can be found at <https://policylibrary.gatech.edu/student-affairs/academic-honor-code>

***Responsible Use of AI Tools:*** You may use AI tools like ChatGPT to brainstorm ideas, clarify concepts, for research, or refine grammar—but not to generate full or partial essays. All work you complete must reflect your own original leadership thinking and original leadership voice. If you use AI in any part of your assignment, please include a brief disclosure (e.g., “Used ChatGPT to outline ideas”). Failure to disclose may be considered academic misconduct.

## **TENTATIVE COURSE SCHEDULE**

This schedule is tentative. Topics may be changed or omitted depending on our progress and guest speakers' schedules.

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### **Session 1: In-person session (Professor Dong Liu [dong.liu@scheller.gatech.edu](mailto:dong.liu@scheller.gatech.edu))**

#### **Topic: Leadership Overview**

Description: In this session, you will learn various leadership research findings and methods with proven validity and incorporate lessons learned into how you lead and follow others. You will develop an in-depth understanding of how leadership is conceived, defined, enacted, interpreted and linked with other important human and organizational systems/processes. The instructor will also highlight the approaches effective organizational leaders adopt to initiate and implement changes.

**Reading:** None

**Guest Speaker:** Alex Gregory (President Emeritus of YKK North America; Winner of Atlanta's Most Admired CEO in 2017)

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### **Session 2: In-person session (Professor Dong Liu [dong.liu@scheller.gatech.edu](mailto:dong.liu@scheller.gatech.edu))**

## **Topic: Leading via Conflict Management**

Description: In this session, you will learn how to manage workplace conflict effectively and build a positive organizational culture. Please read the case Wolfgang Keller at Konigsbrau-TAK (A) for session 2. When reading the case please think about the following questions.

- ✓ What is your analysis of the situation facing Keller as he returns to Kiev?
- ✓ What is your assessment of Brodsky's performance? Please be specific.
- ✓ How effective has Keller been as a coach to Brodsky? Why? Could you have done better? Why? How?
- ✓ What are underlying causes of his performance problems? What actions should Keller take upon returning to Kiev? Please be specific.

What are the implications for Keller's development as a leader?

**Reading:** Wolfgang Keller at Konigsbrau-TAK (A)

**Guest Speaker:** Alex Gregory (President Emeritus of YKK North America; Winner of Atlanta's Most Admired CEO in 2017).

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## **Session 3: In-person session (Professor Saba Colakoglu saba.colakoglu@scheller.gatech.edu)**

### **Topic: Leading via Personality and Motivational Approaches**

Description: How can leaders recognize and manage their psychological preferences to lead more effectively? Drawing from key research findings on leadership and personality, we will learn how our inherent psychological traits and natural inclinations drive our leadership behaviors and styles. We will identify common leadership pitfalls associated with personality dimensions and learn how to curb our outlier psychological tendencies when leading.

**Reading:** How to Become a Better Leader by G. Toegel and J. Barsoux; MIT Sloan Review.

**Case:** A Day in the Life of Alex Sander. Be ready to discuss the case by thinking about the following questions in advance:

- ✓ What does the 360-degree data tell us about Alex's likely career success? If you were Sam Glass, would you invest more time in helping Sander progress at Landon?
- ✓ How well would you do working with a person like Alex as a teammate? As a boss? As a direct report of yours?

**Personality Assessment:** Please take the assessment **before** coming to this session at <https://principlesyou.com/>

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## **Session 4: Virtual Asynchronous Session (Professor Saba Colakoglu saba.colakoglu@scheller.gatech.edu)**

**Topic:** Leading with Humility: Servant and Level 5 Leadership

**Description:** Great leadership isn't about ego—it is about service, purpose, and quiet strength. In this asynchronous module, you will explore two powerful leadership models: Level 5 Leadership, which blends humility with fierce resolve, and Servant Leadership, which puts the growth and well-being of others first. Both challenge traditional notions of authority and offer a values-based path to influence. As you read, consider how these ideas resonate with your own leadership experience and aspirations.

**Assignment:** After reading both articles, choose one or more leadership principles or characteristics that stood out to you from the readings. Submit a paragraph (200-250 words) on Canvas Discussion Board reflecting on the following questions: Why did these qualities stand out to you? Have you seen this quality in action, either in your own leadership or in someone else? What impact did it have? How might you intentionally develop or strengthen this quality in your current or future leadership roles? Include a brief critique of one or both of the leadership frameworks.

**Readings:** **Collins, J. (2001).** *Level 5 Leadership: The Triumph of Humility and Fierce Resolve.* *Harvard Business Review*, 79(1), 66–76 (posted on Canvas)  
**Spears, L. C. (2010).** *Character and Servant Leadership: Ten Characteristics of Effective, Caring Leaders.* *The Journal of Virtues & Leadership*, 1(1), 25–30. Access via: <https://www.regent.edu/journal/journal-of-virtues-leadership/character-and-servant-leadership-ten-characteristics-of-effective-caring-leaders/>

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## **Session 5: In-person session (Professor Saba Colakoglu saba.colakoglu@scheller.gatech.edu)**

**Topic:** **Leading via Organizational Culture**

**Description:** Organizational culture is the glue that bonds organizational members via shared values. When aligned with strategy and leadership, strong cultures drive organizational success. When culture runs amok, it can lead to organizational demise. In this session, we will learn how culture forms and evolves and how leaders can be intentional in driving trust-based cultural values that breed success.

**Reading:** The Leader's Guide to Corporate Culture by B. Groysberg, J. Lee, J. Price, and J. Cheng. *Harvard Business Review*

**Case:** WeWork: Too Much Charisma, Too Little Leadership? Be ready to discuss the case by thinking about the following questions in advance:

- ✓ What tenets of Transformational, Level 5, or Servant Leadership did Adam Neumann display?
- ✓ How did Neumann's background and personality influence WeWork's culture and value proposition?

- ✓ What might Sandeep Mathrani do to in the aftermath of Neumann's exit to reshape culture and restore morale and trust at WeWork?

**Multimedia Case:** Leadership, Culture, and Transition at LuluLemon. To be viewed in class.

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**Session 6: In-person session (Professor Saba Colakoglu [saba.colakoglu@scheller.gatech.edu](mailto:saba.colakoglu@scheller.gatech.edu))**

**Topic: Leading via Connecting with People**

**Description:** Is it better to be loved or feared when leading? Key research findings show that to exert leadership influence, you must first connect with people, and then lead them towards goal achievement. Related, leaders need an understanding of how informal social networks form in organizations so they can leverage their positive effects and mitigate the negative ones. In this session, we will explore key insights on how leaders can unleash the power of social relations at work to lead effectively.

**Reading:** You Need Two Leadership Gears Know When to Take Charge and When to Get Out of the Way by L. Greer, F. Gino, and R. Sutton; Harvard Business Review

**Case:** Carla Ann Harris at Morgan Stanley. Be ready to discuss the case by thinking about the following questions in advance:

- ✓ How would you describe Carla Harris? What motivates her?
  - ✓ How effectively or ineffectively did she manage her career at different stages?
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**Session 7 (both cohorts): Virtual Asynchronous Session (Professor Dong Liu [dong.liu@scheller.gatech.edu](mailto:dong.liu@scheller.gatech.edu))**

**Topic: 360° Leadership Assessment**

**Description:** Co-workers and others provide anonymous ratings related to your leadership skills. This feedback from all around, or 360°, comes from participants, managers, direct reports, peers and others. Raters spend approximately 10 minutes to numerically rate the 64 leadership characteristics measured by the 360° leadership assessment. Once completed, individuals can use individual results to develop existing leadership skills, further relationships between management and employees, while strengthening company culture and morale. This developmental process will take participants careers and their organizations to new heights. You will receive further instructions on how to complete this leadership assessment from Dr. Dong Liu.

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**Session 8: In-person Session (Professor Dong Liu [dong.liu@scheller.gatech.edu](mailto:dong.liu@scheller.gatech.edu))**

**Topic: Leading via Global Leadership**

Description: With a burgeoning global market, increased expatriate assignments, and technologies that allow people of different cultural origins to work together, it is vital that leaders learn how to manage across cultures. This session complements others by helping you better understand the issues global leaders face when working across international boundaries. It will also highlight key cultural differences leaders may face within international contexts.

**Readings:** None

**Guest speaker:** Rightpath Resources

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**Session 9: Virtual Asynchronous Session (Professor Dong Liu [dong.liu@scheller.gatech.edu](mailto:dong.liu@scheller.gatech.edu))**

**Topic: Team Virtual Presentation**

Description: You will work with your EMBA team to choose a “big leadership question” that your team would like to “get to the bottom of.” For example, “how does a new leader motivate a subordinate close to retirement that seems to have lost motivation?” Your team will build on what you have learned from this class (e.g., professor lectures, guest speaker talks, cases, and exercises, assessments) and/or research via Harvard Business Review (print or digital), Sloan Management Review (print or digital), and similar sources to answer this question. Your team will then create and record a short 10-minute **virtual presentation** with at least three feasible strategies (actions or tactics) that answers your applied “big leadership question. The focus is to provide tangible and actionable strategies that you and your colleagues can use during their careers. Please **note** that you can start working on this team virtual presentation any time. Please remember to submit the web link to your team virtual presentation under Assignments of Canvas.

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**Extra credit opportunities (OPTIONAL)**

**Knowledge show (extra credit project; 2 extra points)**

Near the end of this class, you will have a chance to present what you have learned from class in a creative way and in conjunction with your personal interests and creativity. Knowledge show will be conducted on an individual rather than team basis. Each person who opts to do knowledge show (please email me your intent of doing this extra credit project by **11 pm Dec 3<sup>rd</sup>**) will be given 3-5 minutes class time of **session 8** depending on how many students are participating in this project. Past examples include:

1. Played guitar and sang a song created by the presenter to express how the knowledge from this class can be applied to the business world.
2. Discussed a picture drawn by the presenter beforehand to show your takeaways from this class.

3. Performed a short live skit to give an example of how what you learned from this class is related to the business world.
4. Played a short video clip on the presenter's interview with a CEO or executive on some leadership issues that are related to and can be solved by the theories that the presenter have mastered in this class.

Since this is an extra credit project, you are **NOT** required to do it.

**“Real world” application essay (extra credit project; 2 extra points)**

The theories and concepts taught in this course will only contribute to your business success if you learn to apply them to “real-life” situations. The objective of the application essay is to give you some practice in studying some key leadership issues. For this extra-credit assignment, you should choose a “real-world” example of effective or ineffective leadership and analyze it in terms of the concepts and theories from the class readings, lectures, and discussions. First, you will identify a “real world” event or problem that deals with one or more of the concepts in the course. The example you choose can be drawn from your personal experience, media coverage of a current event, or a book, television program, or movie (or anywhere else you can think of). Second, you should describe and diagnose the incident using knowledge from the course. You should also provide recommendations for how the situation might be improved (again, drawing on material from the course).

Your essay should be between 3-5 double-spaced pages (**Times New Roman of 12-point font size**). Since this is an extra credit project, you are **NOT** required to do it. If you choose to do it, please email me your essay (dong.liu@scheller.gatech.edu) by **11pm Dec 9<sup>th</sup>**.