

BA4151/5151 – Essential Leadership Skills

Class Schedule: Monday 12:45 – 14:00 & 14:15 – 15:30 (G-209)

Instructor:	Nazmi BOŞÇA
Office:	
Phone:	
E-mail:	bnazmi@metu.edu.tr
Office Hours:	By appointment
Course Web Page:	
Course Description:	
<p>To be an effective leader you have to define not just what is effective in general, but what is going to be effective for you, and in your particular situation. What works for one leader may not work for another. Every leader has to find their own pathway. They need to clearly define where they are going. They must put force and energy behind their goals. They need to be able to engage other people and mobilize other people to work toward those goals. They have to demonstrate authenticity and credibility. And they must demonstrate optimism and perseverance, for if one thing is certain it's that obstacles will lie in the path. This course is going to help you understand these issues that leaders have in common and give you skills and tools for dealing with them better.</p>	
Relevance:	
<p>A leadership course is highly relevant for senior Business Administration students, as it provides essential skills and insights that can set them apart in the business world. At this stage in their studies, they have acquired foundational knowledge in finance, marketing, operations, and other critical areas. However, leadership is what ties these skills together and enables them to inspire, influence, and guide teams effectively. This course will help students develop self-awareness, understand different leadership styles, and learn how to make strategic decisions under pressure—skills that are invaluable as they prepare to take on management roles in a variety of industries.</p>	
Course Student Learning Objectives: (CSLOs)	
<p>Upon the successful completion of this course, students will be able to</p> <ol style="list-style-type: none"> 1. Learn how to assess emerging needs, define future goals, and build an engaging picture of the future 2. Solidify their leadership agenda and clarify the roles, skills, and activities they need to achieve it 3. Gain tools and best practices for self-development, decision making, building trust and motivating their teams 4. Heighten their awareness of the principles and beliefs that guide values-driven action—in themselves and others 5. Shape a results-focused work environment where people have a passion for winning and a commitment to learning and improving their ability to execute 	
Learning and Teaching Methods:	
<p>This course will use lectures, discussions, guest speakers, group work, presentations and exam.</p>	
Required Reading:	
<p>Leadership: Practice and Perspectives, Kevin Roe, Oxford University Press, Second Edition, Oxford, 2017 The Professional Agile Leader: The Leader's Journey Toward Growing Mature Agile Teams and Organizations, Ron Eringa, Kurt Bittner, Laurens Binnema, Pearson Addison-Wesley, 2022</p>	
Assessment and Grading:	
<p>Grades and notes are not subject to change unless miscalculated. <u>There will be no additional individual study for raising a student's grade. No individual request for such a study will be accepted.</u> No non-academic criteria will be applied for grading. The percentages to apply to the coursework are seen in the following table.</p>	

Form of assessment	Contribution %	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm	25	Multiple Choice, 50 minutes	1-2-3-4-5	Written and oral
Assignments	20	Max. 2-page self-reflections on lessons learned, 1 hour	1-2-3-4-5	Written and oral
Attendance	10	Being present in the class, class time	1-2-3-4-5	Oral
Participation	15	Active participation in discussions and contribution to creating an effective learning environment, class time	1-2-3-4-5	Oral
Final Exam	30	Multiple choice and/or Essay type, 75 minutes	1-2-3-4-5	Written and oral
Total	100			

Course Policies:
<p>Midterm, Final Exam and make-up policy The exams will measure students' degree of knowledge of the conceptual material. <u>Students may write a make-up exam if they apply to the instructor within one week, at the latest, after the date of the exam unattended with a legitimate, documented, excuse.</u></p> <p>Assignments As part of this leadership course, students will be required to complete self-reflection assignments. These assignments are an opportunity for students to critically analyze and internalize the lessons learned during the course. Each reflection, with a maximum length of two pages, should address the below questions:</p> <ol style="list-style-type: none"> 1. What are the key lessons or insights you have gained so far from this course? 2. How do these lessons relate to your personal leadership experiences or aspirations? 3. How can you apply what you learned to your leadership journey? 4. What aspects of the material or discussions did you find difficult or unclear? <p>Through these reflective exercises, students will deepen their understanding of key leadership concepts and explore how to apply them to their personal and professional growth. It is imperative that students adhere to the guidelines, with assignments to be handed in promptly on ODTUClass platform on the designated due date. Late submissions will not be accepted, and no make-up opportunities will be provided for this activity.</p> <p>Attendance and Participation Active participation and regular attendance in the classroom are integral components of this course. Being present in class and engaging in discussions is not merely a formality but a deliberate strategy to enhance your educational experience. When you attend class consistently and actively participate in discussions, you are more likely to grasp the course material thoroughly. This participation encourages critical thinking, allows the exchange of diverse viewpoints, and hones your communication and</p>

teamwork skills. Moreover, your involvement demonstrates a commitment to your own learning and fosters a positive learning environment. Beyond academics, it prepares you for success in professional settings, where effective communication and collaboration are often pivotal. Therefore, in this course, your active presence and participation are not just expectations; they are integral to your personal growth and your readiness for future career challenges. ***Pop-up quizzes, peer evaluations, in-class presentations of group work, and instructor discretion will be used for the evaluation of active participation. There is no make-up for participation.***

USE OF AI TOOLS: In the context of this course, AI tools should be used **responsibly and ethically** for enhancing your learning experience. **Relying on AI to complete assignments, projects, or assessments in place of your own effort is strictly prohibited and will be considered a violation of academic integrity. Students must ensure that all submitted work reflects their own understanding and original thought. Misuse of AI tools will result in academic penalties as outlined in the course policies.**

STUDENT DISABILITIES: Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's Disability Support Office (Engelsiz ODTÜ Birimi, ODTÜ Kütüphanesi, Solmaz İzdemir Salonu, Tel: 210.7196; engelsiz@metu.edu.tr) verifying their disability, and outlining the special arrangements required. Please note that no accommodations will be provided to the disabled students prior to the completion of this approved University process.

ACADEMIC DISHONESTY: The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of the students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

CHEATING: All university, faculty/institute, and department principles on academic honesty will be strictly enforced. The usual consequence for academic dishonesty is failure of the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action. Examinations are individual and are to be completed without outside assistance of any sort. Persons observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Persons observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade that is allocated to such assignments.

PLAGIARISM: The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students are affirming that the contents are their original work. Any previous work available from files or past students, as well as materials available on the internet may be used only as a suggestive model. Violation of this provision will be considered as unethical behavior, subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

METU HONOR CODE

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted.

"The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents."

Civility

Civility is a requirement. Developing and maintaining a course environment that is conducive to learning is the responsibility of students as much as instructors. Inappropriate behavior in offline or online course settings will result, minimally, in a request to leave the setting. Students are required to use an impersonal, professional language in discussions and avoid offensive remarks. **They are to be on time for sessions; they may not be let in late. They should also not leave sessions unless there is emergency.** Note that participation is important in grading. Students must be in class to participate. Giving credit to those students being late or leaving classroom or taking a long break during participation sessions is unfair for those students not doing so. Late arrivals and frequent breaks also create disturbances. Thus, this is not simply a matter of respect. Rather, this is about fairness.

Academic regulations

Please see the regulations for undergraduate studies at: <http://oidb.metu.edu.tr/en/middle-east-technical-university-rules-and-regulations-governing-undergraduate-studies>

Academic calendar

Please see the calendar and note the important dates at: <https://oidb.metu.edu.tr/en/academic-calendar>

Tentative Course Schedule				
Month	Day	Topic	Assignment	CSLO
February	17 th	Course introduction		1,2,3,4,5
		Alignment on the expectations		1,2,3,4,5
February	24 th	Understanding your role as a leader		2
		Maximizing your impact as a leader		2
March	3 rd	Managing Change		1,3,4
		Managing Transition		1,3
March	10 th	Your vision as a leader	Self-reflections on the lessons learned	1,2
		Developing an aligned leadership agenda		1,2
March	17 th	Leadership in tough times		3,4,5
March	24 th	Emotional intelligence and leadership	Self-reflections on the lessons learned	3,4
		Essential communication skills for leaders		3,4,5
March	31 st	Religious Holiday (No Class)		
April	7 th	Developing a growth mindset		3,4,5
		Motivation and delegation		5
April	14 th	Trust in the workplace		1,3
		Feedback for development		1,3,5
April	21 st	Transactional analysis	Self-reflections on the lessons learned	5
		Coaching skills for effective leadership		5
April	28 th	Midterm		1,2,3,4,5
May	5 th	Trust in teams	Self-reflections on the lessons learned	3,5
		Leading high-performing teams		3,5
May	12 th	Execution		1,3,5
		The Collaborative negotiation		4,5
May	19 th	National Holiday (No Class)		
May	26 th	Strategic thinking	Self-reflections on the lessons learned	1,3
		Leading innovation		1,3