Middle Georgia State University

School of Computing
Department of Information Technology

SECTION 1 - GENERAL COURSE INFORMATION

Course Title:	**Leadership Development**
Course Prefix and Number:	ITEC 7220
Course CRN#:	84284
Semester & Session:	Fall 2025, Second Session
Campus Location:	Online, asynchronous
Meeting Days:	Online, asynchronous
Meeting Time:	Online, asynchronous

INSTRUCTOR'S INFORMATION

Name:	**Dr. Valerie Mercer**	
E-mail Address:	Valerie.mercer@mga.edu	
Office Location:	Macon Campus PSC324	
Office Phone Number:	478-477-0327	
Tentative Office Hours:	**Mondays**	9 am to 1 pm
Via Microsoft Teams by appointment.	**Wednesdays**	9 am to 1 pm

SECTION 2 - DETAILED COURSE INFORMATION

Course Prerequisite:	Admission and Successful Progression in the MGA DSIT Program
Credit Hours:	3
Course Description:	**This course focuses on leadership development for IT leaders. Students will assess their own leadership attributes, characteristics, and skill sand construct a personal leadership development plan. Furthermore, students learn how to become effective IT leaders within organizations.**

Student learning outcomes: Upon completion of this course, the students will be able to:

- Assess their own leadership attributes, characteristics, and skills.
- Align leadership development with the organization's culture, goals, vision, and mission.
- Incorporate best practices in leadership needs assessments and implementation.
- Inspire extraordinary performance through transformational leadership.
- Achieve leadership success through an understanding of self and others.
- Construct a personal leadership development plan.

Topics:

- Leadership characteristics
- Leadership self-evaluations
- How to apply specific leadership tactics
- Explore the following leadership styles: behavioral, situational, transformational, authentic, servant, adaptive, ethical, team, and inclusive.
- Manage talents, tasks, strategic planning, and self through leadership best practices.

Required course materials: **Registration and participation in Clifton Strengths Assessment for Leaders $49.99 SKU: 15310 https://store.gallup.com/product/cliftonstrengths-for-leaders/01tPa00000Qh7P6IAJ**

Epstein, D. J. (2021). *Range: Why generalists triumph in a Specialized World*. **Riverhead Books.**

Technology Requirement:

- Internet and D2L Access; Microsoft Word; Microsoft PowerPoint; All other applications will be web-based and may include required registration to create a free account.

- Webcam (of your choice) or other digital camera to record live video captures to your computer and take single snapshots (may be built into laptop or smartphone).

- Digital Microphone (of your choice) to record audio to your computer (can be a part of a headset, built into a laptop or smartphone).

Library/Learning Resources: As a Middle Georgia State University student, you have complete access to GALILEO (Georgia Library Learning Online), a virtual library of licensed commercial databases. It provides access to over 100 databases indexing thousands of periodicals and scholarly journals. There are over 10,000 journal titles available in full-text. Additional GALILEO

resources include e-books, government documents, reference collections, and video databases. The Middle Georgia State University library also has core collection with locally purchased resources to support this graduate course. Currently the exclusive holdings for the B.S. / M.S. in Information Technology graduate courses are as follows: e-Journals = 1,661, Print Books = 1,164, e-books = 4,325, and DVDs = 66.

The following are examples of online databases that support this undergraduate course. They are available to you through GALILEO and/or institutionally funded subscriptions:

- ACM Digital Library
- Computer Source
- Computing (ProQuest)
- Academic Search Complete
- Research Library (ProQuest)
- Wilson Omnifile: Full-Text Mega Edition
- Google Scholar
- Films on Demand

Tutoring is available free of charge on all MGA campuses for currently enrolled students. To view center contact information, subjects tutored, and tutor availability, go to the SSC website at http://www.mga.edu/student-success-center/. SSC tutoring sessions may be scheduled online and face-to-face through the "Book an Appointment" link on the Student Success Center website. Other services at the SSC include online academic workshops and a robust website with resources for academic assistance. The centers also have computer workstations, printing, and Internet access.

SECTION 3 - COURSE ASSESSMENT INFORMATION

This course/seminar serves as an in-depth self-evaluation leadership study for the DSIT degree candidate.

Most of this course's introduction weeks will be treated as a workshop for reflecting on leadership styles and traits as well as the student's leadership development.

Discussions and journals related to the students' reflections on their journeys (including short assigned readings related to relevant research) will be required weekly. The remainder of the class will be dedicated to understanding one's self through the leadership evaluation experience and the course's book accompaniment. In addition, students will have discussions and chronicle their reflections in a journal/blog based on short, assigned readings related to the norms, professional expectations, and common challenges of the leadership journey.

Discussions. Students will make a post based on the prompt and are required to review and comment on at least two submissions.

Journal/Blog Entries. Students will develop and sustain a journal throughout their time in the program. Medium for journal/blog is student choice. Please pick up from the journaling experience you started at the beginning of your courses in ITEC7000 Doctoral Seminar.

Leadership Development Plan. This will be a comprehensive self-study complete with goal setting and a growth plan. In this plan, you will synthesize your findings from *Range* by David Epstein with your future leadership development.

*** **Policy on Chatbots and AI-generated work:**

All work submitted in this class is to be of your creation without the assistance of others, human or otherwise unless credited in a direct citation. Using Artificial Intelligence (AI), Chatbots, or self-generating data tools is inappropriate and considered a migrant form of plagiarism and cheating unless noted by the professor of record for an individual assignment or course as acceptable. Students must cite and report the use of AI, Chatbots, or data-generating instruments in their work, the same as any library, reference, Internet, or textbook source. Although the current University Student Handbook does not ascribe the use of Artificial Intelligence (AI) tools as an unethical and punishable breach in academic assessment, the professor considers the actions of Academic Policy Infractions.

CRITERIA FOR DETERMINING THE FINAL COURSE GRADE

Final grades are computed based on 100 points.

Discussions (4)	20%	These are individual assignments. Students are expected to respond to multiple discussion posts of other students.
Journal Entries (3)	25%	Medium for journal or blog is the student's choice. Journal is to be used for reflection purposes throughout the Lyceum360 experience.
Leadership Development Plan	55%	This plan is the student's opportunity to craft a leadership skills and traits development plan based on the Clifton Leadership Assessment experience.

Assignments will be graded based on the following:

Excellent	The quality of work meets the doctoral requirements in both originality and mastery of material. This is equivalent to an A grade.

Satisfactory	The work meets the minimum requirements. The work is short of excellence, originality, and does not fully demonstrate mastery of material. This is equivalent to a B grade.
Unsatisfactory	The work is deficient as the minimum requirements have not been. This is equivalent to an F grade.*

* *Anything below a Satisfactory (B-level) is deemed to be a failing grade.*

Final course grades will be as follows:

A	90-100%
B	80-89%
C	70-79%
D	60-69%
F	59% or less

SECTION 4 - INSTRUCTOR-SPECIFIC POLICIES

Questions? Please do not hesitate to contact me via email or via phone during office hours. We will set up a Microsoft Teams session if an email or phone call does not resolve the challenge.

Please turn in work on time. Assignments submitted after the deadline will be subject to point deduction. At the doctoral level, you should be versed in meeting deadlines and even with the demands of work, family, and other personal life aspects, you should make this course a priority.

Please ensure work you submit meets doctoral level standards. Check grammar, spelling, and formatting closely.

Discussion Contributions: Remember your personal reflection on applications and/or impact of this topic in IT leadership will be crucial to full understanding in the course. Be authentic. Be thoughtful. Be respectful in your discussion points.

Keep in mind the elements of quality, timelines, and quantity. All three are important, and they add value to the discussion post and replies. Cite your sources properly in APA format.

Read the course's book, and adhere to deadlines. The format you choose for reading is yours. If you have an Amazon Prime account, then you have Audible discounts and free books. If you have a public library card, then you may have access to _Range_ by David Epstein for free via the Libby app. Audio book format is an option for this read as well.

There are aspects of this course set by the Clifton Assessment for Leaders. You will need to pay the additional fee for this experience. Please make sure you adhere to deadlines associated with this assessment. If you have difficulties or require technical support, you will need to connect with the Clifton 24/7 support provided. See their website for contact information.

SECTION 5 - TENTATIVE COURSE SCHEDULE AND OUTLINE
The schedule below contains class activities, assignments, and deadlines. Note that the course schedule is "tentative" and subject to change based on student and/or pedagogical needs. All changes will be announced and posted on the course website. ==_Remember, this schedule is provided as a guide. D2L has the latest information, and you should adhere to D2L deadlines within the course structure._==

Week	Materials	Activities	Due Dates
Week 1 Begins Wednesday, October 8, 2025	Review of Syllabus Overview of the Course Video	Clifton Strengths Assessment for Leaders Registration Complete the Leadership Characteristics Questionnaire at https://forms.gle/HNtm6BRMd3gzAEm	Successful registration for Clifton Instrument and Discussion #1 (can be written

| | Leadership Types Overview Video

Read Introduction and Chapter 1 of Epstein, D. J. (2021). *Range: Why generalists triumph in a Specialized World*. Riverhead Books. | 4A. Your results will be emailed to you. Determine which characteristics are your top five.

Discussion #1: Elevator Speech Intro + "Your Top Five Leadership Characteristics" based on characteristics questionnaire. Who are you and how do you lead (based on the leadership characteristics)? | response or a 1-2 minute video pitch) completion due by Sunday, October 8 at 11:59 pm.

** Students will need to send reminders to those filling out the Lyceum questionnaires. |
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| Week 2

Begins Monday, October 13, 2025 | Video on Leadership Traits

We are looking for questions this week.

Read the article and watch embedded videos at https://medium.com/decathlontechnology/10-tough-questions-for-your-chief-technology-officer-ae5be0d5f41 .

Read Chapters 2, 3, and 4 of Epstein, D. J. (2021). *Range: Why generalists triumph in a Specialized World*. Riverhead Books. | Discussion #2: Using the question burst challenge technique, what are the questions that modern day technology leaders should be asking?

See the question burst challenge at https://youtu.be/ATFxGSywAcU | Discussion #2 graphic or response completion due by Sunday, October 19 at 11:59 pm.

** Students will need to set up appointments with family and friends for leadership interviews. |
| Week 3

Begins Monday, October 20, 2025 | Video on Situational Leadership vs. Behavioral Leadership

Read "The CIO Challenge: Modern Business Needs a New Kind of Tech Leader" https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/the-cio-challenge-modern-business-needs-a-new-kind-of-tech-leader

Read Chapters 5, 6, 7 of Epstein, D. J. (2021). *Range: Why generalists triumph in a Specialized World*. Riverhead Books. | Discussion #3: Use one of several suggested artificial intelligence tools to craft a graphic on "What depth of IT knowledge should a CIO have to be effective?" Make sure the graphic aligns with your personal philosophy.

Students send reminders to those filling out Lyceum questionnaires. | Discussion #3 graphic due by Sunday, October 26 at 11:59 pm.

** Students will need to send reminders to those filling out the Lyceum questionnaires. |

Mid-Term Grades November 5			
Last Day to Withdraw with a "W" November 12			
Week 4 Begins Monday, October 27	Path-Goal and Leader-Member Exchange Approach to Leadership Video Two live Meet and Analyze Sessions will be offered via Microsoft Teams that week. Read Chapters 8, 9, 10 of Epstein, D. J. (2021). *Range: Why generalists triumph in a Specialized World*. Riverhead Books.	Students participate in one of two live online sessions offered to review leadership assessment results. Sessions will be recorded for students who are not available to participate. Journal Entry#1: Based on the analysis, students will create the Top 3 competencies and Growing 3 competencies document to be a part of their Leadership Development Plan. (final project)	Journal Entry#1 due by Sunday, November 2 at 11:59 pm. Leadership assessment analysis work begins. The related comprehensive leadership plan will be due by the end of the course.
Week 5 Begins Monday, November 3	Transformational Leadership video (Wendy Hirsch) Complete the online Transformational Leadership Questionnaire. Read "How the best leaders build trust" by Stephen Covey. https://leadershipnow.com/CoveyOnTrust.html . Read Chapters 11, 12, and Conclusion of Epstein, D. J. (2021). *Range: Why generalists triumph in a Specialized World*. Riverhead Books.	Students will analyze results of transformational leadership questionnaire and Leaders Lyceum results to continue to refine their Leadership Development Plan. Journal Entry #2: Students will create a hidden strengths and a blind spots document to be a part of their Leadership Development Plan. (final project)	Students will use transformational leadership questionnaire data to analyze/supplement the Leadership Development Plan. Continued work on the Leadership Development Plan. Journal Entry#2 due by Sunday, November 9 at 11:59 pm.
Week 6 Begins Monday,	Authentic/Servant Leadership Video	Students will analyze results of authentic leadership questionnaire and Leaders Lyceum results to continue to	Students will use authentic leadership questionnaire data to

November 10	Complete the online Authentic Leadership Questionnaire. Listen to "The Hidden Obstacles You Don't See" https://hiddenbrain.org/podcast/work-2-0-the-obstacles-you-dont-see/. Are we being authentic in our leadership by examining all aspects versus what seems obvious?	refine their Leadership Development Plan. Journal Entry #2: Think back to the Leadership Characteristics Survey you completed in Week 1 along with all of the leadership questionnaire results and Leaders Lyceum results. Does your elevator pitch of your top leadership characteristics remain the same or has it changed after multiple self-examinations and reflections? Explain.	supplement/analyze the Leadership Development Plan. Continued work on the Leadership Development Plan. Journal Entry #2 due by Sunday, November 16 at 11:59 pm.
Week 7 Begins Monday, November 17	Ethical and Adaptive Leadership Video Read "What Kind of Leader Do You Want to Be?" Rebecca Newton Harvard Business Review. https://hbr.org/2015/01/what-kind-of-leader-do-you-want-to-be	Journal Entry #3: Student will find three major takeaways from Range by David Epstein. How can those three takeaways be incorporated into your leadership development plan?	Journal Entry #3 due by Sunday, November 23 at 11:59 pm. Continued work on the Leadership Development Plan.
Thanksgiving Holidays November 24-28			
Week 8 Begins Monday, December 1	Team and Inclusive Leadership Video Listen to Coaching for Leaders at https://podcasts.apple.com/us/podcast/the-starting-point-for-inclusive-leadership-with/id458827716?i=1000566181772.	Students will refine the Leadership Development Plan. This plan will also include a goal series to "follow up" with respondents based on Lyceum360's recommendations. This will plan will also contain components which show understanding and synthesis of the concepts shared in Range by David Epstein.	Leadership Development Plan due by Wednesday, December 3 at 11:59 pm.

Last Day of Class December 3
Final Exams December 4-5
See Fall 2025 Calendar for other relevant dates. https://www.mga.edu/academics/calendars/2025_Fall.php

SECTION 6 – INSTITUTIONAL POLICIES

Students are responsible for reading, understanding, and adhering to all Middle Georgia State University student policies, including those linked on the Institutional Policies page. https://www.mga.edu/center-excellence-teaching-learning/syllabi-policies.php

STUDENT ATTENDANCE & WITHDRAWAL POLICY

The instructor is required to report "no-shows" or students who do not show up the first day of class. Therefore, all students enrolled in the course must verify their enrollment. This can affect financial aid, and you may be dropped from the class. Your instructor will notify you as to how to verify your enrollment before the beginning of the term to ensure that you are not reported as a "no-show".

Students are encouraged to read the withdrawal policy found at https://www.mga.edu/registrar/registration/drop-add.php before dropping/withdrawing from the class.

Students who wish to withdraw from the University must complete the Withdrawal Form, obtaining the required signature from the advisor, and submitting it to the Office of the Registrar at the Macon campus or the administrative offices at other campuses. Withdrawal is not complete until all withdrawal procedures have been properly executed. https://www.mga.edu/registrar/

Students may withdraw from the course and earn a grade of "W" up to and including the midterm date, which occurs on *November 12, 2025.* After this date students who withdraw will receive a grade of "WF." https://www.mga.edu/academics/calendars/index.php

DELAYED OPENING OR CLOSING OF THE UNIVERSITY

If class is unable to occur for an opening or closing of the university, go to the online webpage of the course for additional instructions. If there are no additional instructions provided on the course homepage news section, then just plan to meet at the normal next regularly scheduled meeting for the course. Knight Alert can be used to check or https://www.mga.edu/police/alert/index.php

STUDENT USE OF AI IN COURSEWORK

To maintain a culture of integrity and respect, generative AI tools should not be used in the completion of course assignments unless an instructor for a given course specifically authorizes their use. Some instructors may approve of using generative AI tools in the academic setting for specific goals. However, these tools should be used only with the explicit and clear permission of each individual instructor, and then only in the ways allowed by the instructor.