

Organizational and Executive Coaching

BUSI-755

FALL D 2020 Section D02 10/26/2020 to 12/18/2020 Modified 10/14/2020

Course Description

Comprehensive overview of business coaching theory, methodology and techniques, including organizational coaching theories and frameworks, coaching skills and techniques and executive coaching, resulting in an experiential and individualized leader development process that builds a leader's capability to achieve short- and long-term organizational goals.

Requisites

Prerequisite

(BUSI 700 and 710) or DIGI 700

As stated in the Liberty University Graduate Catalog, it is the student's responsibility to make up any prerequisite deficiencies that would prevent the successful completion of this course.

Rationale

Organizational and executive coaching form the foundation of the student's ability to critically evaluate aspects of organizational culture. This is accomplished through the practical application of the methodologies, techniques, and assessments conducted within the executive coaching framework. The specific application of the coaching strategies directly supports the organization's leadership in designing and implementing programs to improve current practices.

Mission/Vision/Philosophy

The mission of the DBA program is to provide an opportunity for qualified students to attain academic, professional, and practical competence—within the Christian worldview—which prepares students for opportunities, and corresponding additional responsibilities, beyond the master's degree level. The DBA program emphasizes practical and real-world applications in both the course work and the major applied doctoral research project requirements.

The vision of the DBA program is to produce graduates with intellectual and professional competencies in the following areas:

- the ability to present and defend arguments based on theories, concepts, and empirical evidence in matters relating to research methodology and research design, as well as those relating to the business disciplinary domain in which the research is located;
- the ability to demonstrate the capacity for reflective and analytical business thinking;
- the ability to draw together relevant concepts and theories from different business disciplines in order to gain a better understanding of the organizational context in which particular problems or opportunities arise;
- the ability to analyze problems and issues arising in business and management contexts, utilizing relevant theories, concepts, and empirical findings;
- the ability to identify and analyze questions and issues in business; and
- the ability to design, implement, and successfully conclude empirical research projects.

Each of the above will be considered in light of biblical principles, and be integrated within the Christian worldview.

The DBA program philosophy supports both the program mission and vision, and is as follows. PhD programs in business focus intensively on preparing candidates for academic careers and to conduct highly specialized academic research, i.e., the development of new theory in business and other related business fields. Doctor of Business Administration (DBA) programs focus on the

application of theory rather than on the development of new theory. While also intended to prepare graduates for academic careers, the DBA, by virtue of its focus on application of theory, has more practical application in managerial settings than the PhD.

Measurable Learning Outcomes

Upon successful completion of this course, the student will be able to:

- A. Compare and contrast the needs of the organizational culture with available executive coaching strategies while explaining why a specific strategy was selected (Synthesis, DBA PLOs 1 & 3).
- B. Evaluate the effectiveness of selected coaching strategies on organizational objectives, processes, and practices (Analysis, DBA PLO 2).
- C. Formulate relevant summary data from applications of coaching skills using his/her own reflective skills and individual ability (Evaluation, DBA PLOs 1 & 3).
- D. Integrate a biblical worldview and the course material within the context of executive organizational coaching (Synthesis, DBA PLO 4).

Course Resources

Required Resource Purchases

Hunt, J.M. & Weintraub, J.R. (2017). *The coaching manager: Developing top talent in business*. Thousand Oaks, CA: Sage. ISBN: 9781483391656.

Keller, T., & Alsdorf, K. L. (2012). *Every good endeavor: Connecting your work to God's work*. New York, NY: Dutton. ISBN: 9780525952701.

Underhill, B. O., McAnally, K., & Koriath, J. J. (2007). *Executive coaching for results: The definitive guide to developing organizational leaders*. San Francisco, CA: Berrett-Koehler Publishers. ISBN: 9781576754481.

Disclaimer: The above resources provide information consistent with the latest research regarding the subject area. Liberty University does not necessarily endorse specific personal, religious, philosophical, or political positions found in these resources.

Recommended Resource

American Psychological Association. *Publication manual of the American Psychological Association* (Current ed.). Washington, DC: Author.

Additional Materials for Learning

- A. Computer with basic audio/video output equipment
- B. Internet access (broadband recommended)
- C. Blackboard [recommended browsers \(https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support\)](https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support)
- D. Microsoft Word

(Microsoft Office is available at a special discount to Liberty University students.)

Course Assignments

Textbook readings and presentations

Course Requirements Checklist

After reading the Course Syllabus and [Student Expectations \(http://www.liberty.edu/index.cfm?PID=18202&printpage=y\)](http://www.liberty.edu/index.cfm?PID=18202&printpage=y), the student will complete the related checklist found in Module/Week 1.

Discussion Board Forums (3)

Discussion boards are collaborative learning experiences. Therefore, this course requires 3 distinct discussion forums. The specific requirements, point weightings, grading rubrics, and due dates are listed in the Course Content section of Blackboard.

D. Thematic Integration of Faith and Learning Paper

This course requires 1 distinct paper that integrates concepts of organizational and executive coaching with a biblical worldview. The specific requirements, point weightings, grading rubrics, and due dates are listed in the Course Content section of Blackboard.

ADRP Prospectus

This course requires 1 distinct research prospectus related to the student's literature review on organizational and executive coaching. The specific requirements, point weightings, grading rubrics, and due dates are listed in the Course Content section of Blackboard.

Literature Review

This course requires 1 distinct literature review on concepts of organizational and executive coaching. The specific requirements, point weightings, grading rubrics, and due dates are listed in the Course Content section of Blackboard.

✓ Course Grading

Course Requirements Checklist	10
Discussion Board Forums (3 at 150 pts ea)	450
Thematic Integration of Faith and Learning Paper	140
ADRP Prospectus	200
Literature Review	200
Total	1000

Policies

Late Assignment Policy

Course Assignments, including discussion boards, exams, and other graded assignments, should be submitted on time.

If the student is unable to complete an assignment on time, then he or she must contact the instructor immediately by email.

Assignments that are submitted after the due date without prior approval from the instructor will receive the following deductions:

1. Late assignments submitted within one week after the due date will receive up to a 10% deduction.
2. Assignments submitted more than one week and less than 2 weeks late will receive up to a 20% deduction.
3. Assignments submitted two weeks late or after the final date of the course will not be accepted outside of special circumstances (e.g. death in the family, significant personal health issues), which will be reviewed on a case-by-case basis by the instructor.
4. Group projects, including group discussion board threads and/or replies, and assignments will not be accepted after the due date outside of special circumstances (e.g. death in the family, significant personal health issues), which will be reviewed on a case-by-case basis by the instructor.

Disability Assistance

Students with a disability and those with medical conditions associated with pregnancy may contact Liberty University's Online Office of Disability Accommodation Support (ODAS) at LUOODAS@liberty.edu for accommodations. Such accommodations require appropriate documentation of your condition. For more information about ODAS and the accommodations process, including how to request an accommodation, please visit <https://www.liberty.edu/online/online-disability-accommodation-support/> (<https://www.liberty.edu/online/online-disability-accommodation-support/>). Requests for accommodations not related to disabilities or pregnancy must be directed to the Registrar's Office, which generally handles medical needs support.

If you have a complaint related to disability discrimination or an accommodation that was not provided, you may contact ODAS or the Office of Equity and Compliance by phone at (434) 592-4999 or by email at equityandcompliance@liberty.edu. Click to see a full copy of Liberty's [Discrimination, Harassment, and Sexual Misconduct Policy](https://www.liberty.edu/media/1226/Liberty_University_Discrimination_Harassment_and_Sexual_Misconduct_Policy.pdf) (https://www.liberty.edu/media/1226/Liberty_University_Discrimination_Harassment_and_Sexual_Misconduct_Policy.pdf) or the [Student Disability Grievance Policy and Procedures](http://www.liberty.edu/media/8021/Disability_Grievance_Procedures.pdf) (http://www.liberty.edu/media/8021/Disability_Grievance_Procedures.pdf).

Course Attendance

In an effort to comply with U.S. Department of Education policies, attendance is measured by physical class attendance or any submission of a required assignment within the enrollment dates of the course (such as examinations, written papers or projects, any discussion board posts, etc.) or initiating any communication with one's professor regarding an academic subject. More information regarding the [attendance policy](https://nam04.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwiki.os.liberty.edu%2Fdisplay%2FIE%2FOnline%2BAttendance%2BAnd%2BNon-Attendance&data=02%7C01%7Caccollins2%40liberty.edu%7Cd91431fa6ac547056b5408d833029e1a%7Cbf8218eb3024465a9934a39c97251b2%7C0%7C0%7C637315433613719138&sdata=%2BNBTsPOoXuHAPLfISQRugK7cRSuV6UyC7qD3agf3l2k%3D&reserved=0) (<https://nam04.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwiki.os.liberty.edu%2Fdisplay%2FIE%2FOnline%2BAttendance%2BAnd%2BNon-Attendance&data=02%7C01%7Caccollins2%40liberty.edu%7Cd91431fa6ac547056b5408d833029e1a%7Cbf8218eb3024465a9934a39c97251b2%7C0%7C0%7C637315433613719138&sdata=%2BNBTsPOoXuHAPLfISQRugK7cRSuV6UyC7qD3agf3l2k%3D&reserved=0>) can be found in the [Academic Course Catalogs](https://nam04.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.liberty.edu%2Findex.cfm%3FPID%3D791&data=02%7C01%7Caccollins2%40liberty.edu%7Cd91431fa6ac547056b5408d833029e1a%7Cbf8218eb3024465a9934a39c97251b2%7C0%7C0%7C637315433613729132&sdata=DjjhMiRbFtNf%2B2ZJUC8eBd1OdNb26S9ADukODYsilXIA%3D&reserved=0) (<https://nam04.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.liberty.edu%2Findex.cfm%3FPID%3D791&data=02%7C01%7Caccollins2%40liberty.edu%7Cd91431fa6ac547056b5408d833029e1a%7Cbf8218eb3024465a9934a39c97251b2%7C0%7C0%7C637315433613729132&sdata=DjjhMiRbFtNf%2B2ZJUC8eBd1OdNb26S9ADukODYsilXIA%3D&reserved=0>). Regular attendance in online courses is expected throughout the length of the term. Students who do not attend within the first week of a sub-term by submitting a required academic assignment (such as the Course Requirements Checklist, an examination, written paper or project, discussion board post, or other academic activity) will be dropped from the course. Students who wish to re-engage in the course are encouraged to contact Academic Advising to discuss their enrollment options. Students who begin an online course, but at some point in the semester cease attending, and do not provide official notification to withdraw, will be assigned a grade of "FN" ([Failure for Non-Attendance](https://nam04.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwiki.os.liberty.edu%2Fdisplay%2FIE%2FUnofficial%2BWithdrawals&data=02%7C01%7Caccollins2%40liberty.edu%7Cd91431fa6ac547056b5408d833029e1a%7Cbf8218eb3024465a9934a39c97251b2%7C0%7C0%7C637315433613729132&sdata=MoMvZdPfza69lnuhVHMHAVgu59ZP0Fw45xJTU9PIBrU%3D&reserved=0) (<https://nam04.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwiki.os.liberty.edu%2Fdisplay%2FIE%2FUnofficial%2BWithdrawals&data=02%7C01%7Caccollins2%40liberty.edu%7Cd91431fa6ac547056b5408d833029e1a%7Cbf8218eb3024465a9934a39c97251b2%7C0%7C0%7C637315433613729132&sdata=MoMvZdPfza69lnuhVHMHAVgu59ZP0Fw45xJTU9PIBrU%3D&reserved=0>)). Students wishing to withdraw from courses after the official start date should familiarize themselves with the [withdrawal policy](#).

Add/Drop Policy

The full policy statement and procedures are published in the [Policy Directory](https://wiki.os.liberty.edu/display/IE/Dropping+and+Adding+Online+Classes) (<https://wiki.os.liberty.edu/display/IE/Dropping+and+Adding+Online+Classes>).

Honor Code

Liberty University comprises a network of students, Alumni, faculty, staff and supporters that together form a Christian community based upon the truth of the Bible. This truth defines our foundational principles, from our Doctrinal Statement to the Code of Honor. These principles irrevocably align Liberty University's operational procedures with the long tradition of university culture, which remains distinctively Christian, designed to preserve and advance truth. Our desire is to create a safe, comfortable environment within our community of learning, and we extend our academic and spiritual resources to all of our students with the goal of fostering academic maturity, spiritual growth and character development.

Communities are predicated on shared values and goals. The Code of Honor, an expression of the values from which our Doctrinal Statement was born, defines the fundamental principles by which our community exists. At the core of this code lie two essential concepts: a belief in the significance of all individuals, and a reliance on the existence of objective truth.

While we acknowledge that some may disagree with various elements of the Code of Honor, we maintain the expectation that our students will commit to respect and uphold the Code while enrolled at Liberty University.

Adherence to the principles and concepts established within facilitates the success of our students and strengthens the Liberty community.

The Code of Honor can be viewed in its entirety at <http://www.liberty.edu/index.cfm?PID=19155> (<http://www.liberty.edu/index.cfm?PID=19155>).

Grading Scale

A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F
940-1000	920-939	900-919	860-899	840-859	820-839	780-819	760-779	740-759	700-739	680-699	679 and below

For courses with a Pass/NP final grade, please refer to the Course Grading section of this syllabus for the assignment requirements and/or point value required to earn a Passing final grade.

Schedule

Textbooks: Hunt, J.M. & Weintraub, J.R: *The Coaching Manager*(2017).

Underhill et al.: *Executive Coaching for Results* (2007).

Module/Week	Reading & Study	Assignments	Syllabus Outcome	Points
1	Hunt & Weintraub: chs. 1–2 Underhill et al.: chs. 1–2 1 presentation	Course Requirements Checklist Class Introductions DB Forum 1	A & B	0
2	Hunt & Weintraub: chs. 1–2 Underhill et al.: ch. 1– 2 1 presentation	DB Forum 1 (Continued)	D	150 0
3	Hunt & Weintraub: chs. 3–5 Underhill et al.: ch. 3 1 presentation	DB Forum 2 Literature Review Topic Submission		
4	Hunt & Weintraub: chs. 3–5 Underhill et al.: ch. 3 1 presentation	DB Forum 2 (Continued)	D	150 0
5	Hunt & Weintraub: chs. 6–7 Underhill et al.: chs. 5–6 1 presentation	DB Forum 3 Thematic Integration of Faith and Learning Paper Preparation		

6	Hunt & Weintraub: chs. 6–7	DB Forum 3 (Continued)	B	150
	Underhill et al.: chs. 5–6 1 presentation	Thematic Integration of Faith and Learning Paper Submission	C	140
7	Hunt & Weintraub: chs. 8–10	ADRP Prospectus Preparation		
	Underhill et al.: chs. 7–8 1 presentation	Literature Review Preparation		
8	Hunt & Weintraub: chs. 8–10	ADRP Prospectus Submission	B	200
	Underhill et al.: chs. 7–8 1 presentation	Literature Review Submission	D	200
	TOTAL			1000

DB = Discussion Board

NOTE: Each course module/week begins on Monday morning at 12:00 a.m. (ET) and ends on Sunday night at 11:59 p.m. (ET). The final module/week ends at 11:59 p.m. (ET) on Friday.