

Impact of Leadership Development Exercises on EMBA: A Before-After Study

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Abstract

Never have business schools experienced and realized the development of leadership skills as a pervasive and impactful for schools of business. This realization is reflected in the 2011 Report by AACSB Task Force on Globalization of Management Education (AACSB-International; Gerard Seijit 2011). The AACSB report concluded that most MBA/EMBA programs emphasize more on data analysis, quantitative methods, and financial tools, while paying inadequate attention to the development of leadership skills. In addition, the report called for leadership development as an imperative in MBA/EMBA curricula. This has have led many MBA/EMBA programs to address and incorporate initiatives, training, perspectives, workshops, and practices in their curricula to address the issue of leadership development. Particularly, many EMBA programs have accomplished this by infusing such curricular initiatives as case studies, business simulations, tours in foreign countries, action team projects, and ROTC-style training.

The purpose of the study was to determine if the EMBA program improve the cohort's leadership skills? In other words, did the course work, group projects, and activities specific to leadership development indeed contribute to the cohort's leadership skills at the end of the program?

Before the start of EMBA curriculum (12 courses), the cohort went through a series of pre-curriculum preparation, including several non-credit workshops on quantitative tools, fundamentals of business functional areas, communication skills, and leadership development and assessment. At the beginning and end of the program, a questionnaire measuring leadership skills was administered.

Data analysis and results will be submitted by March 1, 2015.