

## **LEADERSHIP**

### COURSE OUTLINE

#### **1. Introduction**

This course will help students develop an understanding of the increasing complexity of leading and managing people at different levels of the organization. By relying on theoretical, empirical, and practical frameworks, this class will provide the tools necessary for students to make meaningful contributions as leaders of people, teams, and organizations.

The course is designed to address several fundamental aspects of managing and leading people in organizations. These include understanding human behavior and work motivation, inspiring trust and commitment, managing interpersonal relationships and conflict, working in teams, developing talent, and fostering a sense of mission in the organization.

#### **2. Objectives**

This course intends to achieve three main objectives:

- Doing things through people: A greater understanding of what basic motives drive people's behavior, and how we can influence those motives.
- Effective and meaningful interpersonal relationships: A greater appreciation of how to foster effective and meaningful interpersonal relationships in the workplace. This requires understanding effective and ineffective uses of power and influence, and learning how to address conflict. We will also focus on how to develop talent and foster effective teamwork and how to promote organizational cultures aligned with the company's mission.
- Global business environment: A greater understanding of how to develop and lead people in a global business environment. We will work with cases from multiple continents and diverse cultural contexts with the aim of developing students' ability to identify, adapt to, and prosper in different organizational contexts.

#### **3. Learning Outcomes**

- Understand key responsibilities of leadership
- Broaden toolkit for motivating people beyond financial incentives
- Be able to build and exercise power and influence at both personal and positional levels
- Analyze and address root causes of conflict from rational and emotional perspectives

- Build and lead teams with diverse backgrounds
- Know how to develop and coach people so as to achieve excellent outcomes
- Understand how to cultivate organizational culture that is aligned with vision and strategy

## **4. Competences**

This course builds and reinforces the following competences:

- Students should possess and understand knowledge that provides the basis or opportunity for originality in the development and/or application of ideas, often in a research context
- Students should know how to apply the knowledge acquired and their problem-solving capacity in new and little-known settings within broader (or multidisciplinary) contexts related to their area of study.
- Students should be able to integrate knowledge and deal with the complexity of making judgements based on information that is incomplete or limited, but includes considerations of the social and ethical responsibilities linked to the application of the students' knowledge and judgements.
- Students should have the learning skills that enable them to continue studying in a largely self-directed, independent manner.
- Identifying and effectively dealing with information that is relevant to the job (Information Management).
- Maintaining personal balance in situations of special tension (Stress Management).
- Valuing the company above and beyond the limits of one's own job, understanding the interrelationship between the different units and developing interfunctional cooperation (Vision of the Organization).
- Delegating, enabling collaborators to acquire the information and resources they need to make decisions and achieve their goals (Delegation).
- Helping develop each person's potential (Coaching).
- Adopting an anthropological and sociological model based on academic studies that explain organizational behavior, with special emphasis on the concepts of motivation, trust, authority, power and commitment. Orienting the model toward analysis and action in the organization of the work, management styles and the creation of business cultures.
- Applying techniques and skills for dealing with situations involving people with the aim of effectively managing teams and resolving conflicts in multicultural contexts.
- Acquiring coaching skills to identify and develop the talent of the organization's members. Learning techniques to give and receive feedback, observe and measure competencies, and facilitate development through the design of work experiences
- Bolstering the leadership skills of teams and companies by starting with self-awareness and understanding the different temperaments and how they interact. Being familiar with the state of the art of empirical research in this field.

## **5. Content and Methodology**

The course is divided in six modules:

- Motivation. We explore individual motivation and the three basic types of motives: extrinsic, intrinsic, and transcendent.
- Power and influence. We focus on three levers of effective people management: power (use and misuse), authority ("auctoritas," in the Latin etymology), and trust.
- Conflict management. We focus this module on managing expectations, negotiating over scarce resources, understanding the emotional side of conflict, and healing broken relationships.
- Talent development. We devote this module to understanding the skills of the manager to develop his people. These coaching skills include giving and receiving feedback, observing, assessing competencies, and facilitating development by designing work experiences.
- Teams. We focus on managing teams effectively in organizations, including in global and cross-cultural business contexts.
- Culture. We explore how to foster and manage a specific organizational culture. All the topics discussed previously happen in specific organizational contexts, and such contexts can cast strong influence on how people perceive and interpret a situation.

The course is based on the case method, and it will include also classroom exercises, and lectures. At the end of each case there will be a wrap-up with the main learning points. Course requirements include a team assignment and a final exam.

## 6. Evaluation

Your final grade for the course will be based on three criteria:

- 70% Class participation
- 30% Individual report

The link between course evaluation and course objectives is described below:

- Doing things through people. Team meetings and the video team project constitute the "lab" for the concepts developed in class about leadership, motivation, conflict, power, culture, etc. Students are encouraged to reflect on their team performance and processes. Performance in class participation and the final exam likely reflects the quality of team discussion in their small groups. It is almost impossible to do well in class without "doing things through people."
- Effective and meaningful interpersonal relationships. Class content includes interpersonal relationships in the workplace, especially sections on power and influence, conflict management, talent development, and teams. Class participation should reflect the extent to which students have learned this material. More importantly, their own experience on teamwork and team meetings provides an excellent opportunity to reflect on how to foster effective interpersonal relationships. Team project performance should reveal the extent of student learning on this front.
- Global business environment. Class content includes exploring diverse cultural contexts and students' participation should reflect the extent to which they have

learned this material. But students are likely to learn the most about global environments from their own experience working closely under pressure with very culturally-diverse teams. The team grade should reflect student learning on this front.