

Leading Teams and Organizations

Teacher

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Recommended Prerequisites

This subject presents no recommended prerequisites.

Corequisites

There are no corequisites.

Incompatibilities

This subject presents no incompatibility.

Previous Knowledge

No information available

Subject Description

Leadership is a complex topic that is relevant at many levels in your lives. As a matter of personal focus and growth, leadership involves developing self-awareness and understanding the areas in which you will be most likely to find passion and fulfillment. As future managers, you will be called upon to help others reach shared goals. Doing so will require you to understand and shape others' perceptions, motivations, attitudes and behaviors. And in your personal lives, whether in a family setting, community activities, or elsewhere, many aspects of leadership will determine personal and group success.

This course will help you begin this life-long journey.

COURSE OBJECTIVES

- To provide students with a basic understanding of leadership and team theory, principles and practices
- To help students to begin to apply these concepts in a variety of contexts
- To enable students to start thinking about how they might uncover their own leadership style and purpose
- To help students distinguish between effective leadership and behavior that might seem like leadership but in reality is not likely to further a group's long-term goals
- To equip students with basic skills that can be applied in organizational life
- To empower students to further develop their personal leadership

COMPETENCES

- Critical thinking
- Basic theoretical knowledge of the subject
- Reflection, self-awareness and personal development
- Development of written and oral communication skills
- Development of management skills
- Problem-solving skills
- Teamwork
- Interpersonal skills

LEARNING OUTCOMES

By the end of this course, students should be able to have achieved the objectives set up for this course and have developed the competencies listed above.

Moreover, at the end of this course, students should be able to:

- Analyze a group situation and describe what it would mean to exercise leadership in that context;
- Describe some of the key skills or competencies that enable effective leadership;
- Explain why group conflict persists and the role of leaders in helping to move beyond it;
- Interact with others to move through a group challenge
- Understand and explain why cross-cultural factors usually increase the complexity of group challenges and how leaders can deal with this complexity
- Reflect on their own strengths and weaknesses, as well as the role that their unique life stories play in terms of leadership development

Contents

AGENDA FOR THE SESSIONS: Below you can find a tentative schedule, subject to change if needed. These topics are organized to build upon one another.

Session Topic

- 1 Introductions/Course Syllabus & Requirements
- 2 What is Leadership? Exploring the Course Themes
- 3 Leadership & Accountability
- 4 Leadership & Accountability
- 5 Leadership & Character
- 6 Leadership & Character
Class Exercise: Oil Pricing
- 7 Leadership & Actions/Skills: Emotional Intelligence
- 8 Leadership & Action/Skills: Communication & Vision
- 9 Leadership & Action/Skills: Decision-Making
- 10 Intro to Group Dynamics
Class Exercise: Survival
- 11 Group Behavior & Decision-Making:
Class Exercise: Everest
- 12 Group Behavior & Decision-Making, contd.
Everest Debrief
- 13 Group Behavior & Decision Making
- 14 Leading to Solve Adaptive Challenges
- 15 Leading Across Cultures
- 16 Listening
- 17 Motivation
- 18 Driving Change: Shaping Organizational Culture
- 19 Driving Change: Transforming Teams & Organizations
- 20 Becoming a Leader: Knowing Yourself
Myers-Brigg Personality Results Debrief & Discussion
- 22 Becoming a Leader: Does Personality Matter?
22 Becoming a Leader:
Personal Passion and Professional Competence
- 23 Women & Leadership
- 24 Individual Leadership Presentation & Group Discussion
- 25 Individual Leadership Presentation & Group Discussion
- 26 Individual Leadership Presentation & Group Discussion
- 27 Individual Leadership Presentation & Group Discussion

This syllabus is subject to change. This is our roadmap and weekly organizer for the course; however, due to unexpected or unplanned events the syllabus may be revised upon the discretion of the professor. Should this become necessary, it is the student's responsibility to know of such changes

Methodology

This course will use a pedagogical approach that includes lectures, discussions, in-class exercises and other techniques. Because leadership is cross-disciplinary in nature, we will rely on readings from a variety of different fields, including business, psychology, history, social science, politics, and even literature. This combination will provide a rich foundation from which we can begin to see the many different aspects of leadership and organizational dynamics.

We will follow the outline of topics set forth in this syllabus. Mini-quizzes may be held in class, and will count towards the final grade, so students are advised to develop a regular study routine.

EVALUATION

The Course grade will be based on the following point breakdown:

30% Quality participation in class discussion and exercises, attitude, daily in & out-of-class effort

25% Mid-Term Paper or Exam

10% Individual Presentation

35% Final Paper (approximately 10 pages)

Point breakdown for the retake exam:

50% Written exam

50% Portfolio

Evaluation Criteria

Contribution To Class

Your class contribution grade for this course will be assessed in terms of the quality and quantity of your participation in the discussion of the assigned cases, including but not limited to:

1. your depth of analysis;
2. the clarity of your presentation;
3. the integration of your comments into the ongoing discussion (i.e., willingness to listen to classmates) and the integration of the assigned articles into information from other cases and articles;
4. your ability to respond to questions and to defend your arguments; and
5. the contribution of your comments to the class's learning.

Essentially, you will be graded on the thoroughness, sophistication, persuasiveness, and logic of your classroom comments.

To gain the greatest number of participation points in this course, please prepare completely for each case discussion. Comments should be based on careful analysis for greater participation points. Because one cannot contribute to a class if they are not there, please plan to participate actively in the class discussion throughout the entire class period and for each case/reading. Please arrange your schedule so that you will be able to arrive on time, attend each class, and stay for the entire class period.

Bibliography

Required Textbook:

None.

Additional material

Other sources:

Harvard Business Review articles, cases studies

Numerous articles from journals, current periodicals, readings from biography, literature, psychology and history