IB 393 LEADING ACROSS CULTURES: PRINCIPLES AND PRACTICES
IES Abroad Milan

DESCRIPTION:
"Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal". —Vince Lombardi
- Leadership is about inspiring, mobilizing and enabling people to achieve excellent levels of performance and to get things done in organizations. It starts from self-awareness and effective self-leadership that enable energizing, aligning and result-oriented behaviors.
- Leadership may be a challenge now as you progress through your academic curriculum striving for personal and professional growth through all the opportunities that university offers you and that you are willing and able to leverage on.
- Leadership may also become one of your greatest challenges as you progress through your career moving from roles that require your individual contributions to roles that require you to achieve results with and through people.
- The course Leadership skills will give you the opportunity to challenge yourself with setting up the preconditions for optimal performance to be achieved with and through the people you are working with, it will improve your ability to build and manage constructive relationships and to get to high value added results managing your own and other people's performance.
- This course is designed to create an active learning environment in which you will integrate your personal experiences with the exploration of leadership concepts, theory and applied practice and strengthen your abilities to lead, as a colleague who can support leadership behavior in peers, and as one who can, in the future career, promote leadership behavior in supervisors and subordinates.

CREDITS: 3

CONTACT HOURS: 45

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

METHOD OF PRESENTATION:
"Leadership is an art that can be learned through practice, trial and error, feedback and experience…"

Given that the goals of the course are both transferring knowledge and developing actual leadership skills,
this course is run as a seminar with active discussion of readings, case studies, role-plays, exercises, questionnaires, videos and a guest lecturer. Our classroom will be an "active work space" where we create conditions for understanding concepts through experience. Students must be involved actively in the course.

REQUIRED WORK AND FORM OF ASSESSMENT:
- Course participation - 20%
- Midterm Exam - 20%
- Final Exam - 40%
- Team Assignment - 20%

Course Participation
- Quantity and quality of class interventions
- Participation to class discussion
- Avoidance of distraction

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Using electronic devices for purposes other than taking notes or following specific instructions will result in a low grade for class participation

Final Exam
- The final exam will consist of multiple choice questions and open questions (open questions will be based on theory and/or brief case studies and on self-improvement programme)
- I will grade your clarity, synthesis, and completeness. Completeness will weight 60% of your mark, while the other two 20% each.

Team Assignment
- Each group will select one Italian leader (politicians, businessmen, sport players, etc…) and analyze his/her leadership style and behavior and their consequences. The presentation must specify the sources and should last about 10-15 minutes. Pictures/videos more than welcome.

LEARNING OUTCOMES:
By the end of the course students will be able to:
- Students should demonstrate knowledge of the concepts included in the assigned (required) readings.
- Students should be able to be concise and detailed in answering open questions. Answers should be complete and parsimonious and as simple as possible (not simpler).
- Students are expected to engage in the self-improvement individual program where their effort (not success) will be assessed through questions in both the mid-term and the final exam.

Course Objectives
- Improve your understanding of the challenges associated with leadership roles
- Increase your leadership skills and self-awareness
- Help you acquire a larger repertoire of leadership attitudes and behaviors and strengthen your leadership competencies
- Increase your knowledge of theoretical concepts and assumptions about leadership and leadership behavior

ATTENDANCE POLICY:
IES Abroad Milan Attendance Policy: Regular class attendance is mandatory.
IES Abroad Milano allows a maximum of THREE (3) excused absences per course before the final course grade is penalized . This margin is specifically intended to cover any absences arising from unavoidable and unexpected events or emergencies related to health, family, and religion. Each absence beyond the three excused ones will automatically result in a penalty of 2 points off (2/100) the final grade. SEVEN (7) absences per course will result in a failing grade (the three excused absences included).
Please note that this rule does not apply to exams: failure to attend your midterm and/or final exam will automatically result in an F grade on that exam. Absence on the date of other scheduled tests, presentations or quizzes does not entitle a student to recover/reschedule such tests. If using absences for travel, students must be aware that they may find themselves in a situation in which they have no excusable absences left in case of illness.

CONTENT:

Week	Content	Assignments
Week 1 *Session 1*	**What is leadership?** 1. Course introduction, review of the syllabus and overview of course content and evaluation modes	Course syllabus

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Session 2	What is leadership?	
Week 2 Session 1	Leadership Theories: Evolution of theoretical view of leadership:	• Barrick, Murray R., and Michael K. Mount. "The big five personality dimensions and job performance: a meta-analysis." *Personnel psychology* 44.1 (1991): 1-26. • Marchionne: An Italian leader (http://www.tutor2u.net/blog/index.php/business-studies/comments/leadership-change-sergio-marchionne-drives-culture-change-to-turnaround-chr)
Session 2	traits, behavioral, contingent, transformational	• Robbins, S. , Judge T., Organizational Behavior, Pearson 2012, *15th ed.* Chapter 12 (pp.401-444)
Week 3 Session 1	What makes a leader?	Kouzes&Posner, The leadership challenge, Jossey-Bass, 2007 Chapters 1 and 2 (pp 3-41).
Session 2	What makes a leader?	Class Activity: The two coaches - Debriefing
Week 4 Session 1	What are your values?	Class Activity: Rokeach Values survey Case Study (Read Before Class): Weyco's ban on employee smoking (From: Osland et alii: Organizational Behavior an experiential approach, Pearson International Edition (pp. 127-131)
Session 2	Guest Lecure	Big Bang Disruption Davide Chiaroni
Week 5 Session 1	Perspectives on Culture	
Session 2	What is culture? Differences in national culture	Javidan, M., Dorfman, P.W., Sully de Luque, M., and House, R.J. 2006. "In the Eye of the Beholder: Cross Cultural Lessons in Leadership from Project GLOBE". *Academy of Management Perspectives* (pp.67-90) Class Activity: In my Backyard (instructions)
Week 6 Session 1	Organizational Culture	Schein, E.H. 1990. "Organizational Culture". *American Psychologist*. Vol. 45, No. 2, 109—119.No. 2, 109--119 Case Study (Read Before Class): Innovative HR Practices at Southwest : Can it be sustained? Comparison with the Italian ALITALIA case-study. IBS 408- 076-1

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Session 2	**Midterm Exam**	
Week 7 *Session 1*	**Using Influence** **In my backyard group presentations**	
Session 2	**TBC: International Leadership Simulation Exercise**	
Week 8 *Session 1*	**Personal Influence**	Class Activity: Personal influence Style Self Diagnosis (Osland, Kolb et al., p.491) Class Activity: how to communicate a decision: effectiveness and the risk of manipulation
Session 2	**Social Networks, teams, and communication** **Influence: Social networks**	R. Cross, S. Borgatti, and A. Parker. 2002 "Making invisible work visible: using social network analysis to support strategic collaboration". *California Management Review, Vol 44, No. 2,* pp.25-46
Week 9 *Session 1*	**Interpersonal communication principles and high impact communication**	Class Activity: Exercises on effective communication and active listening
Session 2	**Negotiation + simulation**	
Week 10 *Session 1*	**Negotiation** **Revision / deepening of one topic from the syllabus**	
Session 2	**Guided class work on team assignment**	
Week 11 *Session 1*	**Negotiation + simulation** **Teams: content and process**	Robbins, S. , Judge T., Organizational Behavior, Pearson 2012, 15th ed. chapters 9 and 10 (pp.305-363)
Session 2	**Group work presentations**	
Week 12 *Session 1*	**Final Exam**	

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REQUIRED READINGS:

- Robbins, S. , Judge T., Organizational Behavior, Pearson 2012,   15th ed. chapters 9 and 10 (pp.305-363)
- R. Cross, S. Borgatti, and A. Parker. 2002 "Making invisible work visible: using social network analysis to support strategic collaboration". California Management Review, Vol 44, No. 2, pp.25-46
- Schein, E.H. 1990. "Organizational Culture". American Psychologist. Vol. 45, No. 2, 109—119.No. 2, 109--119
- Marchionne: An Italian leader (http://www.tutor2u.net/blog/index.php/business-studies/comments/leadership-change-sergio-marchionne-drives-culture-change-to-turnaround-chr)
- Barrick, Murray R., and Michael K. Mount. "The big five personality dimensions and job performance: a meta-analysis." Personnel psychology 44.1 (1991): 1-26.

RECOMMENDED READINGS:

- Javidan, M., Dorfman, P.W., Sully de Luque, M., and House, R.J. 2006. "In the Eye of the Beholder: Cross Cultural Lessons in Leadership from Project GLOBE". *Academy of Management Perspectives* (pp.67-90)
- Kouzes&Posner, The leadership challenge, Jossey-Bass, 2007 Chapters 1 and 2 (pp 3-41)
- Robbins, S. , Judge T., Organizational Behavior, Pearson 2012,   15th ed. Chapter 12 (pp.401-444)