Global
Executive
MBA

GEMBA Module 1
2.5 credits

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[LEAD] LEADERSHIP

Introduction

Welcome to the program and to this course on leadership in organizations!

Since you have been admitted to the GEMBA Program, you likely bring with you several years of very interesting work experience. This experience will be the root material for the course. Through the study and discussion of business cases, you will have the opportunity to learn from each other's experiences, challenge your personal frameworks, and create new models of how to lead people and organizations.

Objectives

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

You will develop skills in generating alternatives, developing criteria, and evaluating potential action plans that involve people in your workplace.

Learning Outcomes

- Understand the difference between doing things, and doing things through people. This involves a deeper-than-conventional knowledge about what motives drive people's behavior, and how we can influence those motives.
- Understand how to use power and influence and the difference between them.
- Understand the importance of developing talent, and fostering effective teamwork.
- Develop new frameworks for diagnosing organizational challenges by exploring the impact of systems and incentives, leadership style, and culture of the organization.
- Understand how to build a strategic culture that will foster critical capabilities.
- Understand and practice a coaching style of leadership.
- Understand the broader impact of leadership decisions on society.

Competences

General Competences
- To explain and discuss business situations in a rigorous, effective way using both formal and informal procedures, and providing relevant information to support their observations and conclusions.
- To resolve interpersonal conflicts quickly and profoundly without damaging the personal relationship, both inside the organization and in the immediate milieu of those involved (shareholders, customers, suppliers, etc.).
- To work on a team in multicultural business environments, inspiring trust in colleagues and partners, commitment to achieving the objectives, and delegating tasks and decisions.
- To understand and apply the mechanisms that generate an atmosphere of cooperation, communication, and trust among the members of a team or organization.
- To identify the catalysts of personal and organizational change to foster the entrepreneurial and innovative behavior that makes it possible to adapt to changing business environments.
- To anticipate and evaluate particularly tense situations in order to maintain personal equilibrium and act objectively and coherently.
- To apply business techniques that integrate the interests of all parties in order to reach satisfactory, lasting agreements by uncovering or creating elements that bring added value to the relationship.
- To make and validate hypotheses on personal or business reactions to different decisions and circumstances in order to develop methodical, solid learning about oneself and one's organization.

Specific Competences
- To compare management models and business cultures by applying the anthropological and sociological models discussed in the scholarly literature.
- To learn the fundamentals of coaching in order to identify and develop the talent of the members of an organization.
- To foster the leadership capacities of teams and companies, beginning with their own self-knowledge.

Content

The course will be divided into a sequence of cases and conferences that will be grouped loosely into the following areas:

- **Motivation at work:** implications of extrinsic, intrinsic and transcendent work motives, as well as implications of spontaneous and rational motivation.
- **Conflict management:** managing expectations, negotiating over scarce resources, understanding the emotional side of conflict, and restoring broken relationships.
- **Power and authority:** basic levers of effective people management; i.e., using and misusing power, building authority (term that we use in the Latin sense –"auctoritas" – which means

something close to prestige and trustworthiness), and fostering trust in organizations.
- **Talent development:** coaching skills needed to develop people in the work place. These skills include giving and receiving feedback, assessing competencies, delegating properly, and assigning appropriate tasks.

Methodology

We will use the case method to reflect and learn from real business situations. The case method requires individual study and reflection as well as group discussion in small teams, prior to coming to class. We will be trying to solve problems together that admit of various solutions. To prepare for team discussion you should reflect on the material, grapple with the problems raised, and formulate plans of action. You should then test your ideas with your team mates. The goal of team discussion is to develop your capacity to analyze a business situation, understand the root problem, generate alternatives, decide on the criteria, and make a final decision. Team discussion makes a very important contribution to your learning and that of your classmates.

Throughout this course, we will do the following activities:
- Video blogs
- Virtual discussion boards
- Face to face sessions
- Individual and team assignments
- Peer-coaching

Early in the program and prior to coming to campus, you will be assigned to work in groups of two to peer-coach each other on a leadership challenge that you will need to post in the virtual campus. In those meetings please follow the peer-coaching guidelines. Please treat your coaching conversations confidentially.

Evaluation

Your grade for the course will be based on two components:

1. 50% Class participation and contributions to the virtual discussion boards
2. 50% Written reports

In your class participation, you should build upon others' ideas, give a reason for alternatives, and be critical about your own contributions. Your participation grade is primarily based on the quality of your contribution to class learning.