

# Leadership & Influence (EM165M36)

Program	PGE
Module / ECTS / Path / Specialisation	<b>Module :Leadership &amp; Influence : 5 ECTS.</b> <ul style="list-style-type: none"><li>• Visitants</li></ul>
Discipline	Strategy
Year	2019
Semester	B
Open for visitors	yes (5 ECTS)
Available places	45

## Coordinator

Jean Philippe BERQUE

## Lecturers

Instructor	Population	Email
Jean Philippe BERQUE		jean-philippe.berque@em-strasbourg.eu

## Course format

Working language :	English
Volume of contact hours :	27 h
Workload to be expected by the student :	108 h

## Course track

Track : Attendance

### "Attendance" track :

Attendance at lecture / tutorial classes and intermediate / final exams is mandatory. As evaluation of in class work constitutes an essential element of grading, any absence will be penalized and is taken into account for grading purposes (see academic rules and regulations).

### "Autonomous" track :

Attendance at intermediate / final exams is mandatory, but students are free to attend lecture / tutorial classes.

For all Master programs and all other programs realized in the form of dual internships (apprentissage), attendance at lecture / tutorial classes and intermediate / final exams is entirely mandatory. Therefore, only the "Attendance" track can be selected.

# Contribution of the course to the educational objectives of the programme

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How the course contributes to the programme :

## Description

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This is an introductory course to leadership and influence with a practical and innovative method. The method combines concepts and techniques and provides leadership style and collaborative approaches needed to work efficiently in an international environment.

Students will be able to understand and develop leadership skills, contributing to the achievement of their international business objectives as well as adding value for their future multinational teams and global customers.

This training package was developed within the "Professional Development" international training programme, a business programme which was developed for international organisations.

## Educational organisation

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In class

**Lectures**

**Tutorials**

In groups

**Exercises**

**Projects**

**Case studies/texts**

**Oral presentations**

Interaction

**Games (educational, role play, simulation)**

**Discussions / debates**

**Accounts**

## Learning outcomes

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Upon completion of this course, students should be able to :

- **Définir** Define a clear-cut concept of leadership
- **Comparer** compare and contrast leadership styles
- **Mettre en pratique** practise leadership skills
- **Analyser** Analyze and determine leadership through a strategic vision
- **Développer** Develop your teams' motivation and competence skills
- **Évaluer** Evaluate leadership roles
- **Influence** positively your business environment

## Outline

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The course includes 3 parts:

PART 1: Defining leadership and determining leadership styles (Harvard Business method)

- This is critical for international managers to have a clear strategic vision of where a global business needs to head and why.

PART 2: Leading through strategies and challenges in a multinational environment

- Developing a strategic communication by acquiring tools and techniques.

PART 3: Developing soft skills and best practices with the implementation of the Blue Ocean Leadership.

- Implementing an effective action plan through a proven method to understand why the strategy chosen must be tightly coordinated to achieve companywide performance targets.

## Prerequisites

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### Key concepts to understand :

### Knowledge of :

Managerial skills and communication

Basics in project and team management

## Teaching material

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### Documents in all formats

- Syllabus
- Guide
- Books
- Case studies

## Recommended reading

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### Major works :

J.P. BERQUE - International strategy - 2018 (Handbook)

G. BURNISON, No fear of Failure, real stories of how Leaders Deal with Risk and Change. Jossey-Bass

E.J. GARCIA, Leadership, perspectives sur l'exercice du pouvoir dans les entreprises. De Boeck.

O. LAJOUS, l'art de diriger. L'Harmattan.

D. CARNEGIE, Comment trouver le leader en vous. Hachette

F.E. DENT, Influence and Succeed, How to win people over every time.

### Further reading :

J. COMFORT & P. FRANKLIN (2011), The Mindful International Manager, Kogan Page.

DALE CARNEGIE (2011), Stand and Deliver, New York.

PHILIPPE ROSINSKY (2013), Coaching across Cultures, International Management, Nicholas Brealey, Boston.

W.C. KIM & R. MAUBORGNE (2014), Blue Ocean Leadership, Harvard Business Review.

Le must du leadership, Harvard Business Review

J.P. BERQUE - Global Professional Efficiency, to be published in 2019.

### Research works by EM Strasbourg :

Reference manual

Cases studies

## Assessment

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Intermediate evaluation / continuous assessment 1 : All sessions

written + oral / in group / English / weighting : 30%

additional information : In class participation and workshops

**This evaluation serves to measure LO1.1, LO1.2, LO1.3, LO2.1, LO2.2, LO2.3, LO4.1, LO4.2**

**Final assessment : exam week**

written / individual / English / weighting : 70%

additional information : MCQ, Questions on the course and a Case-study

**This evaluation serves to measure LO1.1, LO1.2, LO1.3, LO2.3, LO3.1, LO4.2**

## Grounds for expulsion from classes

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Such behaviors as...

**arriving late, leaving early or unannounced leaving of the classroom during class time**

**disruptive eating or drinking in class**

**using smartphones and laptops for non class-related purposes**

**reading non class-related documents**

**chatting on non class-related issues**

**showing disrespect towards lecturers**

... may lead to expulsion from classes.