

Leadership & Influence (EM165M36)

Program	PGE
Course set (UE) / Credits (ECTS) / Track / Specialization	Module :Leadership & Influence : 5 ECTS. <ul style="list-style-type: none">• Visitants
Discipline	Strategy
Year	2020
Semester	B
Open for visitors	yes (5 ECTS)
Available spots	45

Coordinator

Jean Philippe BERQUE

Lecturers

Aucun intervenant pour ce cours

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 lectures/tutorials and intermediate/final assessments is mandatory. As in-class work constitutes an essential element of evaluation, any unjustified absence will be penalized (*see Study and Examination Regulations*) and factored into the final grade (*see Assessment*).

Autonomous track :

Attendance at intermediate/final assessments is mandatory, but students have the option of attending lectures/tutorials.

Attendance at lectures/tutorials and intermediate/final assessments is mandatory for all degrees making up the Master's Program and all degrees involving co-op (*apprentissage*). Attendance track must therefore be selected.

Contribution of the course to the educational objectives of the program

How the course contributes to the program :

Description

This is an introductory course to leadership and influence with a practical and innovative method. The method combines concepts and techniques, explains leadership styles & approaches needed to work efficiently in an international environment.

Students will learn and develop leadership skills, understand how to achieve international business objectives, and finally learn how to inspire their future multinational teams and global customers.

This training package was designed within the "Professional Development international training program", a business program which was developed for international organizations.

Educational organisation

In class

Lectures

Tutorials

Tutoring

In groups

Exercises

Projects

Case studies/texts

Oral presentations

Interaction

Games (educational, role play, simulation)

Discussions / debates

Accounts

Learning outcomes

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

- **Define** leadership and influence
- **Explain** leadership approaches
- **Determine** a strategic vision
- **Analyze** 5 key leadership soft skills
- **Develop** 4 leadership styles
- **Influence** positively all stakeholders (Blue Ocean Leadership)

Outline

The course includes 3 parts:

PART 1: Defining leadership and sharing a vision

- Set a clear strategic vision of where your business needs to head and why

PART 2: Developing key leadership soft skills in a multinational business environment

- Learn and develop leadership skills through techniques and tools.

PART 3: Understanding leadership styles with Situational Leadership

- Achieve influence and power
(Harvard Business method)

Prerequisites

Key concepts to understand :

Knowledge of :

- Basic managerial and communication skills
- Basics in project and team management

Teaching material

Documents in all formats

- Syllabus
- Worksheets
- Guide
- Newspaper articles
- Case studies

Software

- Office Pack (Word, Excel, PowerPoint, Access)
- Keynote

Recommended reading

Major works :

Jean-philippe BERQUE is an experienced international executive with 25 years of leadership, management and negotiation abroad, working in public administration, international organizations and diplomacy (UNO, NATO,...), as well as in the private sector (training consultancies and firms). Graduate of EM Business School, Ecole Pratique des Hautes Etudes, Sorbonne, INALCO and IHEDN.
Website: jpbmanagement.com

J.P. BERQUE, Leadership and Influence handbook (provided in class).

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

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

J.R. KATZENBACH & Z. KHAN, Leading outside the lines. Jossey Bass

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

O. LAJOUIS, L'art de diriger. L'Harmattan.

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

Further reading :

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

DALE CARNEGIE, Stand and Deliver, how to become a masterful communicator and public speaker, Simon&Schuster.

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

J.P. BERQUE, Global Professional Efficiency, to be published soon.

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

Le must du leadership, Harvard Business Review

Research works by EM Strasbourg :

Reference manual
Customized case studies

Assessment

Intermediate evaluation / continuous assessment 1 :

written + oral / in group / English / weighting : 40%

additional information : In class participation, presentations 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 : 60%

additional information : A three-part examination: MCQ, course questions and case-study

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

Grounds for expulsion from classes

Behaviors such as

arriving late, leaving early, or exiting the classroom at inopportune moments during class

ostentatiously eating or drinking in class

using smartphones or laptops for non-class-related purposes

reading texts unrelated to the course

discussing topics unrelated to the course

disrespecting the lecturer

may lead to expulsion from the class/course.