

CET Syllabus of Record



Program: CET in Florence

Course Title: Leadership Development

Course Code: FL/BUSN 287

Recommended Credits: 3

Suggested Cross Listings: Business, International Leadership and Development

Language of Instruction: English

Prerequisites/Requirements: None

Description

This course consists of an examination of the psychological and social processes at the basis of effective leadership including leadership styles, personality, exchanges between leaders and followers, and the situations that make some people better leaders than others. Additionally, by means of an integrated and practical framework, this course glance through global leadership skills, which are required for effective leadership in an increasingly globalized, diverse, and multicultural market. Students will be assisted in the acquisition of both leadership competencies (personal and occupational), and a greater understanding of specific practices of leadership, such as collaboration, communication, trust building, conflict management and ethics. This course will eventually lead to an exploration and insight into student's personal leadership style and areas for growth.

Objectives

The primary learning objectives of this course are:

- Have a sound conceptual and theoretical understanding of the basic concepts of leadership.
- Define leadership knowledge and skills, including an understanding of and sensitivity to the complexities of working within an international context.
- Develop effective leadership abilities and learn how to adapt and use them effectively.
- Recognize, analyze, discuss, and evaluate the competencies of recognized successful leaders from the private, public and social sectors.

Course Requirements

In this course, lectures are combined with individual and group activities, site visits, guest lectures and video screenings.

Students are expected to actively participate in class meetings and to complete all the readings assigned for each class. Students are also expected to demonstrate critical thinking skills through effective analysis, synthesis, and evaluation.

Methods of Evaluation

Attendance and participation	10%
Case Analysis	15%
In class presentations	10%
Weekly Journal	15%
Midterm exam	20%
Final exam	30%

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PRIMARY TEXTS

- The Psychology of Leadership: New Perspectives and Research by David M. Messick and Roderick M. Kramer (2005).
- Leadership: Theory, Application, & Skill Development By Robert N. Lussier, Christopher F. Achua (2015)
- Excerpts from: Eric B. Shiraev & David A. Levy "Cross-Cultural Psychology: Critical Thinking and Contemporary Applications" 5th Edition (2013).
- List of Journal Articles

Outline of Course Content

Note: Fall/Spring students cover approximately 1 topic every 2 weeks. During the summer, when class periods are longer, students cover approximately 1 topic per week.

TOPIC 1: Defining Leadership – Leadership theory – Managerial leadership skills

TOPIC 2: The personality profile of effective leaders – The Big Five – Leadership attitudes – Emotional and cultural intelligence

TOPIC 3: Leadership behavior – The role of motivation and empowerment – Developing people (e.g., rewards, trainings, thriving environment) – Critical thinking

TOPIC 4: Global leaders and communication: Communication keys (i.e., listening, high vs. low context) – Encouraging constructive dialogues – The impact of stress in communication competence – Managing conflict and solving problems

TOPIC 5: Followership – Types of follower – Dual role of being a leader and a follower – Delegating decisions – Evaluating a follower

TOPIC 6: Team leadership in organizations – Benefits and limitations of teamwork – Decision making in teams – Planning and conducting meetings – Self-managed teams – The role of leadership in self-managed teams

TOPIC 7: Charismatic leadership – The effects of charismatic leadership on followers – Transformational vs Transactional leadership

TOPIC 8: Leading in today's multicultural world: Meanings of being global leaders and working with global teams – Globalization diversity and their management – Strategic leadership – Responsible and influential global leadership – The effective management of cultural differences and its challenges – Intercultural sensitivity for global leaders

TOPIC 9: Future trends in leadership development: The future of intercultural competence in the era of globalization – Anticipating opportunities – Developing new ideas to meet the needs of a multicultural environment