IESEG SCHOOL OF MANAGEMENT
International Summer Academy 2017
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Managing and Leading in Today's Global Workplaces
Paris, 17 / 18 /20/ 21 July 2017
20 contact hours / 3 ECTS credits

COURSE BACKGROUND

The objective of this course is to provide a thorough understanding of the differences between managing and leading (both theory and practice) as well as to take part in a transformative learning experience that will allow students to better understand their management and leadership competencies. Having taken this course, students will come to appreciate the true meaning of Dr. Peter Drucker's definition of "Managing as doing things right while Leading as doing the right things". Through developing knowledge of the established literature, and applying the models and concepts from this literature within experiential exercises, skill development exercises and the transformative learning experience, students will become adept at analyzing, interpreting, and appropriately responding to situations that call for different managing and leading responses. Students will gain insights into how their own styles and approaches may either facilitate or impede their effectiveness in today's global workplaces.

COURSE DESCRIPTION

This course provides a critical review of key concepts, models, theories, and practitioner approaches related to both managing and leading in organizations. Students will learn and apply both management and leadership principles through experiential exercises, skill development exercises, and a transformative learning piece embedded within the body of the course. Personal and professional development will form a common theme throughout this course.

INTENDED LEARNING OUTCOMES (ILOS)

Upon completion of this course, students will:
- Understand the critical differences between managing and leading in today's global workplaces from discussions on key concepts, approaches, and theories of management and leadership
- Complete self-assessments on their potential to manage as well as to lead, and be able to use the suggestions from relevant Harvard Business Review articles on how to develop that potential
- Recognize the different management and leadership styles (self and others') and know how they are likely to either facilitate or impede workplace effectiveness.
- Improve their skills in emotional intelligence, positive thinking styles, time management, career management, stress management, communication management, conflict resolution, decision-

making management, team management, CSR/Triple Bottom Line management, transition management, and performance management.

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CLASS STRUCTURE

Type of course	Number of Hours	Comments
Face to face		
Lecture	20.00	20.00 hours of lectures are required to complete the module.
External teaching source		
Transformative Learning Experience (TLE) – personal change management gap analysis, action planning, transition management, and change measurement through individual journaling	12.00	Students are required to complete a transformative learning experience in which each student progresses through individual change initiatives involving the building of leadership competencies.

- Character Development (Foundation Diagnostic: "Character Foundations Assessment" used to determine the strength of personal values)
- Thinking Styles (Foundation Diagnostic "Life Styles Inventory" used to determine current thinking styles).
- Both diagnostics will identify resultant productive and unproductive behaviors in such areas as:
  - Four Levels of Emotional Intelligence
  - Vision, Direction, Purpose (Consistency in Values)
  - Social Responsibility (Integrity & Authenticity)
  - Conflict and Stress Management
  - Communication & Relationship Management
  - Change Management

Total workload per student   32.00

TEACHING METHODS

Lecture; Skill Development Exercises; Experiential Learning; Transformative Learning Experience.

REQUIRED COURSE MATERIALS AND READINGS

Life Styles Inventory & Guidebook; Character Foundations Assessment; Selected Journal Articles provided by instructor during week of course delivery.

EVALUATION

Pre-course individual assignment (What is the difference between "Managing" and "Leading"?)	10%
Individual assignment (Student choice of Paris art/architecture to be analyzed using course principles)	10%

Transformative Learning Experience (Individual Change Initiatives TLE#1 (15%) & TLE#2 (15%))	30%
In-class Group Presentation (Group choice of Paris art/architecture to be analyzed using course principles)	20%
Final Assessment (Individual presentation 10% & reflection journal 20%)	30%
Total	100%