



PROGRAMME: INTERNATIONAL MBA (2007-2008)

SUBJECT: LEADING PEOPLE AND TEAMS (25 0284 MI)

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METHODOLOGICAL GUIDE (5522)

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Introduction

The need to develop high quality products and services that offer the greatest degree of added value to the user, require in many cases the contributions of several different areas of a company, or the inclusion of different points of view in the development of the final product. Today, working in teams in order to fully benefit from the joint efforts of several people working toward the same objective, is a common practice in most companies. Although many companies use team-working as a normal work method, the difficulties and possible conflicts that this dynamic can produce are not always considered, and the result is that the team can work at a low level of effectiveness and efficiency. In order to fully take advantage of the potential benefits of teamwork it is important to understand how people work in this situation and how their participation can be optimised. This model will give the participants a clear model to help them understand how a team works and how the contributions of team-working can be improved.

Aims

- Self-reflection on leadership competencies.
- Understanding Situational Leadership.
- Understanding and applying Resonant Leadership.
- Balance of my personal and professional development process

Methodology

The learning process is based on the practical application of techniques. To achieve the maximum learning, the module will use several methodologies, such as case studies, open discussion, role-plays and outdoor activities. The professors in the module will give feedback to the participants based on their behaviours and contributions.

Evaluation

In line with the evaluation focus that is being used in these moduls, a cumulative marking system will be used. The attitude and collaboration of the participant and the quality of the contributions will be evaluated as 50% of the grade and the active participation in the activities will make up the other 50%.

Bibliography

- Hackman, R. J. Leading teams: setting the stage for great performance. Boston : Harvard Business School Press, 2002.
- Leigh, A.; M. Maynard. Leading your team: how to involve and inspire teams. 2nd ed. London : Nicholas Brealey Publishing, 2002.
- Lloyd, S. R. Leading teams: the skills for success. West Des Moines, IA : American Media Incorporated, 1996.

CLASS SESSIONS

Session	Topic	Material
1	<ul style="list-style-type: none">• Introduction of module - "Leading People and Teams"• Initial reflections on leadership as a management competency• Personal Development and Leadership Skills Models	<ul style="list-style-type: none">• Reading: (57484) The best advice I ever got• Reading: (57487) Managing authenticity• Reading: (57494) Reawakening Your Passion for Work• Slides Multi-Dimensional Leadership• Slides Leading Resonant Teams• THe Leadership Process (50729)• Distributed Leadership• Leading Resonant Teams -D. Goleman
2	<ul style="list-style-type: none">• Outdoor activity• Reflection on activity results.• Discussion about leadership competency development.	
3	<ul style="list-style-type: none">• Indoor activity.	<ul style="list-style-type: none">• Transparencies: (55785) Coaching• Transparencies: (55789) Rules to give feedback
4 and 5	<ul style="list-style-type: none">• Presentations about personal and professional competency development.• Feedback and Comments• wrap-up	