

Course Title	Leadership and Teamwork			
Course Code	MBA 640			
Course Type	COMPULSORY			
Level	MASTER			
Year / Semester	YEAR 1 / SEMESTER 2			
Teacher's Name	Annabel Droussiotis			
ECTS	6	Lectures / week	3	Laboratories / week
Course Purpose and Objectives	<p>This course provide the students with an understanding of the notions of leadership, traditional and modern, to enable them to critically assess what effective leadership processes look like and to prepare them to take on leadership roles in global organizations. The course stresses the value of emotional intelligence (EQ) for leadership and tries to convey the importance of critical thinking and willingness to "think outside of the box" in the preparation of effective leaders. It highlights that leadership is not a "position" but a "process" and adheres to the principle that leadership is dynamic and continuously developing, not a static point in time. Particular topics covered include the characteristics and values of leaders, the differences between leaders and managers and the importance of critical followers.</p>			
Learning Outcomes	<p>On completion of this course, students will:</p> <ul style="list-style-type: none"> • Understand the role of leaders and leadership and the difference between leader-manager • Understand the need for and resistance to change: the power of formulating questions, creating their own vision. • Understand emotional intelligence and its connection to the leadership process • Comprehending power, what it is, why some have it and some don't, and how to use it • How to persuade and lead with a good story; translating values into leadership • Developing critical "followership" skills; learn to lead by being led; understanding toxic leadership and obedience to authority • Developing moral and authentic leadership; seeing leadership as a deeply personal matter; surviving the costs of leadership 			

Prerequisites	None	Required	
Course Content	<ul style="list-style-type: none"> • How a leader is formed—differences between managers and leaders • What a leader should know—managing change, creating a vision • Leader Characteristics—“a bow with great tension” • Emotional Intelligence and Leadership • Ask “why” • Power and Influence • Persuasion—leading with a story • Leadership and Personal Values, Moral and Authentic Leadership • Toxic Leadership • Obedience to Authority, the Status Quo and the Role of Leadership • Obedience to Group Power: Do we really want leaders? • Leadership as a Personal Matter 		
Teaching Methodology	<ul style="list-style-type: none"> • In-class discussion, self-reflection exercises and case-studies from diverse organizations and fields • Discussion of contemporary leadership issues and biographies of leaders • Lecture notes • Related journal articles • Multi-media and video 		
Bibliography	<p>Articles and Chapters from Books:</p> <ul style="list-style-type: none"> • <i>Harvard Business Review on Leadership</i>, Harvard Business School Press, 1998. (OR, if hard to find, you can purchase <i>HBR’s 10 Must Reads on Leadership</i>, Harvard Business School Press, 2011.) • Daniel Goleman, Richard Boyatzis, Annie McKee, <i>Primal Leadership: Realizing the Power of Emotional Intelligence</i>, Harvard Business School Press, 2002. • Simon Sinek, <i>Start with Why: How Great Leaders Inspire Everyone to Take Action</i>, Penguin Books, 2011. • Paul Smith, <i>Lead with a Story: A Guide to Crafting Business Narratives that Captivate, Convince and Inspire</i>, American Management Association, 2012. • Howard Gardner, <i>Leading Minds: An Anatomy of Leadership</i>, London, UK: Harper Collins, 1995. • Brene Brown, <i>Dare to Lead</i>, Penguin Books, 2018. • Amanda Sinclair, <i>Doing Leadership Differently</i>, Melbourne University Press, 1998/2005. • Ronald Heifetz, <i>Leadership Without Easy Answers</i>, Cambridge, MA: Harvard University Press, 1994. 		

	<ul style="list-style-type: none"> • Barbara Kellerman, <i>Bad Leadership: What it Is, How it Happens, Why it Matters</i>, Cambridge, MA: Harvard Business School Press, 2004. • Lance Lurke, <i>The Wisdom of Alexander the Great</i>, American Management Association, 2004. • Niccolo Machiavelli, <i>The Prince</i>, 1513 (any edition). • Jeffrey Pfeffer, <i>Power: Why Some People Have it and Others Don't</i>, Harper Business, 2010. 								
Assessment	<table> <tr> <td>Individual reaction paper</td> <td>10%</td> </tr> <tr> <td>Group exercise on persuasion</td> <td>30%</td> </tr> <tr> <td>Group presentation of a leader</td> <td>20%</td> </tr> <tr> <td>Individual final exam</td> <td>40%</td> </tr> </table>	Individual reaction paper	10%	Group exercise on persuasion	30%	Group presentation of a leader	20%	Individual final exam	40%
Individual reaction paper	10%								
Group exercise on persuasion	30%								
Group presentation of a leader	20%								
Individual final exam	40%								
Language	English								