

Effective Leadership

Course Brief Description

Number of credits: 3 ECTS/108 hours
Course period: 1st semester / 2 classes per week
Language of instruction: English

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Course description

Leadership appears and functions in the system of informal relationships between members of social groups. It is expressed in the dominating influence that one member of the team has over the others. There are various forms of psychological influence that a leader can have over their team: they can have an impact on team members' behavior, correct their attitude and motivation. The ultimate goal of a leader is focusing the group members on efficient accomplishment of the tasks set before the group.

The course is based on the current ideas on leadership as a concept. Students acquire knowledge and skills in basic algorithms of leadership behavior during business games, brainstorming and group discussions. The course includes practical exercises that aim to develop students' skills of situation analysis, constructive problem solving, personal effectiveness monitoring. The tasks set before the students reflect real business situations that a leader typically faces. During the course, students learn how to use leadership influence tools in different areas of management and develop leadership skills.

Lectures and reading materials

The course consists of training sessions that allow the students to immerse in real-life management situations and practice leadership tools application. All training participants are provided with printed course materials containing step-by-step instructions, tables, graphs and figures. The students have an opportunity to fill out workbooks with their comments and notes. The trainings are supplemented with PowerPoint presentations.

Seminars

The seminars are organized and conducted by the Instructors. The student performance at the seminars will be assessed based on three criteria: attendance, preparedness, and activity.

Points for participation in business games and discussions are awarded in accordance with their creative input on group tasks and conceptual value of their ideas.

Mid-term exam

The mid-term exam is a written essay (up to 2500 words) that summarizes a student's knowledge on the concept of leadership. Besides, the mid-term exam takes students' activity during the seminars into account.

Grading

ECTS Grade	Points	Russian grade
A	100-91 points	“excellent”: 100–80 points
B	90-81	
C	80-71	“good”: 79– 60 points
D	70-61	
F: failed	less than 60 points: failed	“satisfactory”: 59–40 points
		“unsatisfactory”: failed, less than 40 points

Week 1. Topic 1. Leadership goal-setting: Strategic and tactical goals. Goal setting and programming technique (8 Steps). Individual goal-setting practice.

Week 1. Topic 2. Leadership through uncertainty. Charismatic leadership. World outlook and mindset of a leader, overcoming limitations. Assertive and insecure behavior.

Week 2. Topic 3. Leader and inner circle: “working” social relations. Leadership strategies of success. Leader’s inspiration sources. Means and tools of leadership development.

Week 2. Topic 4. Public communications techniques for a leader (Module 1): Steps of preparing a public speech. Setting a goal for a public speech. A tool of express preparation for a public speech (6 Steps). Public speaking anxiety and ways to turn it to your advantage. Developing self-esteem: overcoming anxiety and keeping calm before, during and after a speech. Ways of decreasing the audience “unpredictability index”. Preparing a room for the presentation.

Week 3. Topic 5. Public communication techniques for a leader (Module 2): Methods of establishing contact and winning the interest and trust of an audience. Small talk options. Self-presentation means. Making a positive first impression. Perception effects. Means of capturing and holding an audience’s attention. Trust-inducing factors. The magic of eye contact. Posture and gestures of a leader.

Week 3. Topic 6. Public communication techniques for a leader (Module 3): Visual aid for public speaking. Making a slideshow presentation. Principles of slides design. Methods used to prepare an audience for the most important information. The “pendulum” effect. Structure and peculiarities of presenting the information depending on the audience perception.

Week 4. Topic 7. Public communication techniques for a leader (Module 4): Techniques of efficient handling of questions from the audience. Parrying objections. Methods of addressing “tough” questions.

Week 4. Topic 8. Time management for leadership (Module 1): Planning a leader’s working day. Analysis of a working day profile. Methods for everyday planning: fixed vs. flexible items. Planning business meetings.

Week 5. Topic 9. Time management for leadership (Module 2): Strategies for achieving working goals. Concentrating on difficult tasks requiring maximum effort. Efficient problem-solving for small secondary tasks. Planning rest time: rest rhythms during the working day. Refocusing during breaks. “Creative pause”.

Week 5. Topic 10. Management tools for a leader. (Module 1): Getting the tasks accomplished. Techniques of goal-setting for subordinates. Addressing subordinates’ resistance to a goal. Control techniques.

Week 6. Topic 11. Management tools for a leader. (Module 2): Ongoing feedback. The art of asking the right questions for ongoing feedback. Coaching in leadership.

Week 6. Topic 12. Management tools for a leader. (Module 3): Delegation as a leadership resource. Delegation barriers. Effective delegation (5 Steps). Maximizing employee potential to achieve a goal. Risks of self-delegation, over-delegation, reverse delegation.

Week 7. Topic 13. Management tools for a leader. (Module 3): Conflict management. Conflicts as a resource of achieving the goal and developing partnerships.

Week 7. Topic 14. A team leader. (Module 1): Leadership influence on transforming a group into a team: steps of team building. The main elements of a successful team. Leadership roles distribution among the team members and their contribution to the outcome.

Week 8. Topic 15. A team leader. (Module 2): Initiating changes in a team. Means of increasing team efficiency.

Week 8. Topic 16. Creative thinking for leadership. (Module 1): 5 ways to combat stereotypes for successful creative process. Exercises to boost creative potential of a leader. 5 mind traps that undermine creative thinking.

Week 9. Topic 17. Creative thinking for leadership. (Module 2): A leader’s ability to find promising unsolved problems in their field and turn them into development drivers. 9 ways for unconventional goal setting to create an innovative product.

Week 9. Topic 18. Creative thinking for leadership. (Module 3): Original methods of developing ground-breaking business ideas. 8 methods of testing an idea to assess potential gains.