



INTERNATIONAL SUMMER SCHOOL 2023

SYLLABUS

Academic year 2022/2023



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Academic and language requirements

Courses are open to Undergraduate and Graduate students providing that applicants have the **pre-requisites** specified in the course's syllabus.

Courses are taught and assessed in English. For non-native speakers of English, B2 (CEFR) or equivalent (TOEFL IBT 72, IELTS 5.0, TOEIC 750) is highly recommended.

Additional information

For details about study programmes offered by EM Normandie please contact:

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COURSE TITLE	LEADERSHIP & BECOMING		
Catchphrase	“Awaken the leader within”		
Session & Campus	Session 2, PARIS CLICHY		
Teaching delivery	On campus, attendance mandatory		
Workload (1h = 60 min)	30 class-hours + Independent learning hours	ECTS credits	6
Professors	MATTA Maryse MGPA, ACC, CPCC, PhD candidate maryse.matta23@em-normandie.fr		
Pre-requisite(s) for attending the course / Level of studies	English proficiency		
Learning goal(s)	<ul style="list-style-type: none"> ▪ To develop leadership and management skills ▪ To become a better communicator ▪ To lead a multicultural team 		
Learning objective(s)	<ul style="list-style-type: none"> ▪ To develop effective leadership capacity ▪ To shift perspective and better understand their environment ▪ To develop communication skill ▪ To understand intercultural communications 		
Learning outcome(s)	<ul style="list-style-type: none"> ▪ recognize their effective leadership capacity ▪ Embrace challenges with courage and resilience ▪ Promote well-being and healthy work environment 		
Course description	<p>Contents:</p> <p>Introduction to Leadership</p> <p>Leadership approaches and styles</p> <ul style="list-style-type: none"> Trait Behavioral Contingency Approaches Contemporary Approaches <p>Leaders and managers : same, different or a little bit of both ?</p> <p>Developing leadership and managerial skills :</p> <p>Delegating – listening – building trust – leading positions : front, back side etc...</p> <p>Collective leadership and the evolution of organizations Frederic Lalouz</p> <p>Developing Your Leadership Skills</p>		



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	<p>Shifting perspectives</p> <p>Values, beliefs and vision : Case in Point: Indra Nooyi Draws on Vision and Exercise : Mission statement and values statement</p> <p>Values to Lead</p> <p>Developing Your Positive Attitude</p> <p>Well being and Happiness</p> <p>Leadership. conflict and team management</p> <p>Self awareness</p> <p>From me to We</p> <p>Intercultural skills</p> <p>Managing diversity</p> <p>Communication skills</p> <p>Conflict and Communication</p> <p>What is conflict ?</p> <p>Conflict : Positive or negative ?</p> <p>What is the conflict process ?</p> <p>Personal Strategies for managing conflict Coaching vs. counseling</p> <p>Supportive communication</p> <p>Power : the source, consequences and guidelines</p> <p>Leadership and emotional intelligence</p> <p>How Emotions Influence Work Life</p> <p>feeling rules and emotional contagion</p> <p>What is emotional intelligence?</p> <p>Link between Emotional Intelligence and Leadership</p>	
Teaching Material	<p>Whetten and Cameron (2015) Developing Management Skills ,Pearson</p> <p>Yukl and Gardner (2019) Leadership in Organizations ,9thème,Pearson</p> <p>Goleman, Daniel, and R. Boyatzis ((2017)) Emotional intelligence has 12 elements, Harvard Business Review</p> <p>Kotter (2001) What leaders really do ,Harvard business review</p> <p>Erin Meyer The culture map</p>	
Evaluation criteria	<p>Continuous assessment: 40%</p> <p>- To be determined</p>	<p>Final assessment:60%</p> <p>To be determined</p>
Recommended readings	<p>Highly recommended : <i>Leadership and self-deception</i> – Arbinger Institute</p>	

