

THE CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT

COURSE UNIT DESCRIPTION

Course Unit Title	LEADERSHIP DEVELOPMENT	
Course Unit Code	HR575	
Type of Unit	Elective	
Level of Course Unit	Second cycle	
Year of Study	First / Second year	
Number of ECTS Credits	3 ECTS	
Class Contact Hours	14	
Minimum Learning Effort (In Hours)	56	
Course Unit Objectives	<p>The course provides a roadmap to achieving excellence in Leadership. It outlines the theoretical foundations of the concept of Leadership and provides students with the opportunity to understand what it takes to influence and empower others.</p> <p>The course presents behavioural models, tools and personality benchmarks that students may immediately implement into their own career path.</p> <p>The course requires personal intellectual curiosity and commitment, and, in addition to laying the theoretical foundations of leadership, will be experiential and practical in nature.</p> <p>The course aims at providing students with :</p> <ul style="list-style-type: none"> • The theoretical foundations of leadership • The most valid Behavioural Models of Leadership, • Practical Tools and methods for Leading Others and Leading your self • A thorough understanding of the core competences, personality traits, skills, values and beliefs that depict the Effective Leader • Opportunities to develop a personal development plan for becoming an Authentic Leader 	
Learning Outcomes	On completion of this course students are expected to:	
	CILO 1	Describe the theoretical foundations of leadership and explain key leadership theories and their implications for leadership effectiveness
	CILO 2	Distinguish between the concepts of a Leader and Manager
	CILO 3	Learn the necessary Competences, the Key practices, the core Functions, the essential Behaviors and that make a Leader excel.
	CILO 4	Evaluate the systemic nature of Leadership and identify the key roles of a Leader
	CILO 5	Master tools and techniques in terms of empowering others, providing direction and setting objectives and providing developmental feedback
	CILO 6	Devise a personal plan for the development of their personal leadership competences
Name of Lecturer(s)	Professor Yorgos Mandes	
Mode of delivery	Face to Face	

Prerequisites or corequisites	None	
Course Content	Individual introductions and self disclosure. Leadership defined. Performance with Fulfillment. The Leader Manager. The Form and Essence of Leadership	CILO 1 CILO 2
	The Whole Brain Leadership. How about Charisma	CILO 1 CILO 2, CILO 3
	The Leadership Challenge	CILO 1 CILO 4
	The Functional Model of Leadership. Developing the Team	CILO 1 CILO 5
	Inspiring and Developing Others. The concept of Empowerment. Creating a culture of engagement	CILO 1 CILO 4 CILO 5
	Developing your Authentic Leadership. Discovering your True North	CILO 6
	Conclusions	CILO 1 CILO 4 CILO 6
Recommended or required reading	<p><u>Required Material</u></p> <p>Kouzes, James M. and Posner, Barry Z. <i>The Leadership Challenge: How to Keep Getting Extraordinary Things Happen in Organizations</i>. Jossey-Bass, latest edition</p> <p>Additional articles and e-material will be handed out during the course.</p> <p><u>Optional Material</u></p> <p>Adair, J. <i>Inspiring Leadership</i>, Thorogood,</p> <p>Goleman, D. <i>Primal Leadership</i>, Boston, Mass. : Harvard Business School Press,</p> <p>Bill G. <i>Authentic Leadership</i>, San Francisco : Jossey-Bass</p> <p>De Pree M. <i>Leadership Jazz</i>, New York : Doubleday</p> <p>Kotter J., <i>What Leaders Really Do</i>, Boston : Harvard Business School Press</p> <p>Bill George, <i>True North</i>, Wiley Books, 2007</p> <p>Bill George, <i>Finding your True North</i>, A personal Guide, Jossey- Bass, 2008</p> <p>Daniel Pink, <i>A Whole New Mind</i>,</p> <p>Bennis W. Nanus B. <i>Leaders: strategies for taking charge</i>. New York : Collins Business Essentials, 2007</p> <p>Herrmann, W. <i>The Whole Brain Business Book</i>, Mc Graw Hill,</p>	

Planned learning activities and teaching methods	Lectures; in-class discussions and debates; in-class exercises; team work; Experiential Activities; Movie; Case studies analysis
Assessment methods and criteria	<p>100% Final assignment</p> <p><i>The assessment process:</i></p> <ul style="list-style-type: none"> ■ The students have to prepare individually a paper of 5-8 pages or of about 1300-2000 words. The paper is compulsory for everyone; it has to be submitted until the..... and will give right to a maximum grade of B+. a list of suggested topics will be provided during the course. ■ For those willing to get a higher grade they need to do additionally the following assignment: <ul style="list-style-type: none"> ⊕ Watch the movie INVICTUS and write a summary relating the actor's behaviors to the Leadership theories we discussed in course. It is about the life of Nelson Mandela and it has to be of 2 to 3 pages. This short paper does not need to exceed two pages, or 500-600 words, ■ Students demonstrating an above the average participation in class, in terms of sound preparation of the case studies, sharing their views, having clear and substantial comments and being keen to contribute, will get an extra bonus of up to 10 points to their final grade.
Language of Instruction	English
Work Placement(s)	Not applicable