

Module description

Field of study: *Business, Management and Services*

Degree course: *Bachelor of Science HES-SO in International Business Management*

1. Title of module	Leadership II	2018-19
Code: 3042	Type of course: (Compulsory – 1 possible response) <input checked="" type="checkbox"/> Bachelor's <input type="checkbox"/> Master's <input type="checkbox"/> MAS <input type="checkbox"/> DAS <input type="checkbox"/> CAS <input type="checkbox"/> Other: ...	
Level: (Optional – 1 possible response) <input type="checkbox"/> Basic module <input type="checkbox"/> Further studies module <input checked="" type="checkbox"/> Advanced module <input type="checkbox"/> Specialised module <input type="checkbox"/> Other: ...	Characteristic: (Optional – 1 possible response) <input checked="" type="checkbox"/> Module where failure may lead to final dismissal from the degree course in accordance with Art.25 of the Framework directives on the Bachelor and Master degrees at the HES-SO	
Type: (Optional – 1 possible response) <input checked="" type="checkbox"/> Main module <input type="checkbox"/> Module linked to main module <input type="checkbox"/> Optional or subsidiary module <input type="checkbox"/> Other: ...	Time schedule: (Optional – multiple responses possible) <input checked="" type="checkbox"/> Module over 1 semester <input type="checkbox"/> Module over 2 semesters <input checked="" type="checkbox"/> Spring semester <input type="checkbox"/> Autumn semester <input type="checkbox"/> Other: ...	

2. Organisation

ECTS credits 6

Language:
(Compulsory – multiple responses possible)

<input type="checkbox"/> French	<input type="checkbox"/> Italian
<input type="checkbox"/> German	<input checked="" type="checkbox"/> English
<input type="checkbox"/> Other: ...	

3. Prerequisite

(Compulsory – 1 possible response)

To have validated the module
 To have followed the module
 No prerequisite
 Other: to have validated the first-year assessment

4. Skills to be gained / general learning objectives

Objectives for the course: **Leading multicultural project teams**

Understand and assimilate notions of leadership necessary in Project Management and Multicultural Project Management

At the end of the module, the students must:

- Understand the specificities of leadership in project management.
- Know the components of leadership in project management.
- Develop specific abilities of leadership in project management.
- Develop social competences in project management.
- Understand and describe contextual approaches to leadership
- Identify and master the essential elements in leadership towards project accomplishment

Objectives for the course: Conflict management and Negotiation

Understand conflicts and the process of negotiation, master tools and techniques, acquire the skills and mind-set necessary to be able to handle a conflictual situation and to negotiate an agreement.

At the end of the module, the students must: be able to:

On Conflict management:

- Understand the complexity of conflictual situations and relationships.
- Understand the evolution of conflict (phases).
- Understand different modes of conflict management.
- Recognize the specificities of the mediation process and how to manage and conduct a simple mediation meeting.

On Negotiation

- Recognize the characteristics and consequences of various styles of interactions;
- Understand how to build relationships based on interest and opportunity;
- Get an overview of the entire negotiation process and understand each step;
- Acquire the objectivity and competence necessary to prepare and lead negotiations;
- Master tools that are directly usable in daily life;
- Learn how to use effective questioning and listening techniques, verbal and non-verbal communication;

Objectives for the course: International organizational behavior

At the end of the module, the students must:

- Understand and describe contextual approaches to HR and perceive their purpose
- Identify the main principles of working and organizational psychology
- Become familiar with one's personality profile and be able to explain it
- Develop a better understanding of individual's personalities, motivations and behaviours within organisations
- Understand how an effective and successful behaviour results in critical situations
- Explain the essential components for effective communication
- Understand the importance and the impact of stress management within companies
- Identify and manage the different types of organisational and human behavior
- Know the basic concepts and the main problems related to team and work groups
- Explain the principal notions of power and leadership
- Understand motivation and how it's related to performance

5. Teaching and content

Course: Leading multicultural project teams

The course is divided into the following topics:

- The fundamentals of leadership (management versus leadership)
- Basic notions in leadership: Project manager's role with stakeholders, how to keep the lead?
- Basic notions of multicultural aspects in leadership, taking into account project management context
- Leadership and risk management
- Leadership and team building – team working
- Leadership and drifts management

Course: Conflict management and Negotiation

Practical and gamified approach to conflict management & negotiation in different professional contexts.

Following topics to be covered through 10 modules:

- Introduction to Conflict Management
- Conflict Management & Team performance

- Negotiation: Process, Tools and Techniques
- Leading change with success
- Negotiating change in practice: case studies
- Case studies reports and final evaluation

Teaching method includes:

- Teacher presentations
- Role plays and case studies
- Serious games & selected applications (apps)
- Group exercises & presentations

Course: International organizational behaviour

Contextual approach to HR – Introduction to labor psychology of an organization – Behavior within an organization – Dynamics of the individual (attitudes, behavior, perception, participation etc.) – Group dynamics (teambuilding, creativity, innovation etc.)

In the form of:

- Role plays and practical workshops
- Exercises and questionnaires
- Quiz
- Group presentations
- Online Personality assessment

6. Assessment and validation methods

(Compulsory – write in as required)

The grading of the course will be based on:

- A written exam in week 16/32 of the semester; **and/or**
- Mid-term assessments during weeks 1 to 14 according to the decision of the instructor.

(The methods and weightings are communicated by the instructor before the evaluations.)

7. Reassessment requirements

(Compulsory – multiple responses possible)

- Reassessment possible
 No reassessment
 Other (please specify): ...

other reassessment modalities

Reassessment if the module grade is between 3.5 (included) and 3.9 (included).

After reassessment, the maximum grade is 4.0

7a Reassessment requirements (if module is repeated)

(Compulsory – multiple responses possible)

- Reassessment possible
 No reassessment
 Other (please specify): ...

8. Remarks

(Optional – write in as required)

9. Bibliography

(Optional – write in as required)

Course: Conflict management and Negotiation

- *The Oxford Handbook of Conflict Management in Organizations*, by William K. Roche, Paul Teague, Alexander J.S. Colvin, Oxford University Press, 2014.
- *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*, David A. Lax, James K. Sebenius, HBR Publishing Ed., 2014.

- *The Art of War*, Sun Tzu and James Trapp, CreateSpace Independent Publishing Platform Ed., 2013.
- *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*, Michael Wheeler, Simon & Schuster Ed. , 2013.
- *The Truth about Negotiation*, Leigh Thompson, FT Press Ed., 2013.
- *Getting to Yes: Negotiating Agreement Without Giving* by Roger Fisher , William L. Ury, Bruce Patton , May 2011.
- *The Handbook of Conflict Resolution: Theory and Practice*, by Morton Deutsch, Peter T. Coleman, Eric C. Marcus, Jossey-Bass Ed., 2006.

10. Teaching staff

(Optional – write in as required)

L. Pillet / M. Davies / C. Lévy / T. Connerton
(to be confirmed)

Name of the person responsible for the module:

Alexandre Caboussat

Module description validated on
(Compulsory)

Module description validated by
(Compulsory)