

Syllabus

e-Leadership

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- **Credits:** 2
- **Term:** Winter 2017-2018
- **Course level:** MA/MSc/MBA
- **Prerequisites:** OB-HRM

Course Description and Objectives

A recent European Commission research has confirmed a significant shortage of e-leadership skills across Europe. As technology has become the number one external impacting factor for every business, e-Leadership skills are seen as those which enable leaders to navigate the organisation towards identifying and designing business models and exploiting key innovation opportunities. E-Leaders are using the latest of technologies for engaging with their people and they are adapting approaches like agility, social collaboration, inspiration and emotional leadership into their personal skills. In a rapidly changing environment people management is more important than ever before. Keeping remote large team motivated and inspired in an organization, where generation X Y and Z works together is a real challenge even for experienced leaders.

In times of crisis leading is remarkably hard as people become demotivated, seriously stressed thus severely impeded to stretch to their full potentials. Retaining or boosting organizational culture is an intricate managerial challenge, which requires good analysing ability and experience in motivation. The aim of this course is to develop a more faceted view on contemporary leadership concepts, dilemmas and possible solutions. The main objective is to teach students how to be good leaders in a continuously changing environment.

This course will be made up of interactive conceptual presentations and a workshop series to develop your own leadership framework and personal competencies and will introduce toolkits which enable you to convert your leadership into a collective process where adaptive motivation is key thus giving space for a flourishing development on personal, group and organizational levels as well.

Please Note: *This course builds heavily on course participants' work experience and on their willingness to actively share insight and opinions. Please consider this when taking this course.*

Learning outcomes

Core Learning Area	Learning Outcome
Interpersonal Communication Skills	Effective participation in e-base discussion forum Enhanced argumentation skills through non-synchronous media Increased emotional sensibility for e-based collaboration platforms
Technology skills	Basic e-learning skills
Cultural Sensitivity and Diversity	Increased sensitivity for cultural differences in leading and motivating people
Quantitative Reasoning	Enhanced skills to select relevant company data and to apply to issues related to leadership and personal motivation
Ethics and Social Responsibility	Increased sensitivity to critical issues arising in the context of handling "difficult" leadership situations
Management Knowledge and Skills	Enhance insights about new methods of inspirational and collective leadership, based on adaptive motivation, conscious guidance and transfer of ownership in development. Great understanding of leadership development challenges and successful paths to follow.
Interpersonal Communication Skills	Effective participation in e-base discussion forum Enhanced argumentation skills through non-synchronous media Increased emotional sensibility for e-based collaboration platforms

Reading list

"Motivating people: Getting beyond money"

http://www.mckinsey.com/insights/organization/motivating_people_getting_beyond_money?cid=other-eml-clc-mip-mck-oth-1305

"Finding leaders starts by listening"

<https://www.linkedin.com/today/post/article/20130822180103-15454-a-short-story-about-leadership>

"The Five Dimensions Of Learning-Agile Leaders"

<http://www.forbes.com/sites/kevincashman/2013/04/03/the-five-dimensions-of-learning-agile-leaders/>

"Act Like a Leader Before You Are One"

<http://blogs.hbr.org/2013/05/act-like-a-leader-before-you-a/>

"Turning Potential into Success: The Missing link in leadership development"

<https://hbr.org/2017/11/turning-potential-into-success-the-missing-link-in-leadership-development>

"The Science of pep talks"

<https://hbr.org/2017/07/the-science-of-pep-talks>

"What managers need to know about social tools"

<https://hbr.org/2017/11/what-managers-need-to-know-about-social-tools>

"The best leaders are great teachers"

<https://hbr.org/2018/01/the-best-leaders-are-great-teachers>

"Buzady-Georgiu: The absorption-based leadership model"

Assessment

The course grade will be based on a number of different evaluation elements.

- Individual class participation 40%
- Student Team Negotiation 20%
- Final Reflection Paper 40%

Grade	Quality rating	Grade points Awarded
A	Outstanding	4.00
A-	Excellent	3.67
B+	Very good	3.33
B	Good	3.00
B-	Satisfactory	2.67
C+	Minimum pass	2.33
F	Fail	0.00

The instructor reserves the right to adjust the scale, that is, to grade on a "curve", should he find that significantly more than the usual number of students would not pass the course under the indicated grading scale or should the distribution of the grades represent an unrealistic pattern.

Individual Class participation – 40%

40% of the grading points will be earned by a student for class participation.

Class activities include:

- Evidence of preparation,
- Contributions to class discussion,
- Bringing real life examples based on own working experience,
- Raising thought provoking questions

These points are subjective by nature. The instructor will do his best to be as fair as possible but this grading element is not open for discussions.

Student Team Negotiation – 20%

At the end of the 5th session students will form groups and will participate in a role play situation. Those students who already had similar experience from other course like Consultative Selling and Negotiations will become observers. The members of the groups are first line managers and will negotiate the salary calibration of their employees.

Final Team Presentations – 40%

In the final session of the course, groups (3-5 participants) will present a final topic on leadership and culture. The presentation should be built on the combination of own experience and research done by the team. Detailed briefing of the exercise will be presented on the 2nd session, on 7th April.

Academic Integrity

The Instructor expects all students to adhere to the fundamental principles of academic integrity in any and all behaviours associated with their course work and otherwise, as stated in the CEU Honor Code (see Student Handbook). Attempted cheating of all forms is treated extremely seriously and can result in dismissal from the University.

Course schedule and materials for each session

All classes will be interactive in format, and the expectation is that all students will thoroughly prepare and actively participate. A combination of lectures, debate discussion, team presentations, and written assignments will be used.

Main Topics & Schedule

- Personalises Motivation
- Leadership Styles, Mindfulness
- Digital leadership, Leadership fundamentals
- Emotional intelligence, empowering people

Session #1 25th of March Sunday

Opening, Fundamentals of Leadership

What is leadership about? What is Good and bad leadership? What is the difference between Leadership Vision and Mission? MoonShoot strategy setting. What is e-Leadership about? What leadership competencies you need to have? Skills and Competencies of the future leader. Why leadership is changing fast and what skills/capabilities the modern leader needs to succeed.

Session #2-3 7th of April, Saturday

Importance of cultural dimensions

In a connected world the leader will need to have the capability to lead across cultures and geographies. In this session we will focus on understanding the fundamentals of cross-cultural leadership and how one can prepare for such challenge.

Leading in a connected era by empowering people

Leading people in a virtual working environment brought new challenges to leadership. Handling cultural differences has always been a task of an international leader, however in a connected world even this field has evolved and introduced new challenges. The new leader has to be a Social Leader, has to master the Social collaboration.

Agile Leadership is bringing a huge mindset shift to leadership, significant per cent of corporations say they are challenged with this shift.

Guest: Péter Schön - Enterprise Cognitive Programs & Analytics Manager at IBM

Leadership in an Agile world

What tools and mindset the future leader should accommodate to be successful in a rapidly changing environment: Design Thinking, Lean Startup, Business Model Canvas. Leadership challenges foreseen between 2020-2040 (collaboration of Baby boomers-X-Y-Z-Alfa Generations).

Group negotiation exercise

The teams will be briefed about the details of the exercise in the class.

Session #4-5 21st of April, Saturday

Motivation

Presenting the Absorption Model of Leadership (AMoL) and connecting it to Main stream theories. Understand how to apply the motivators based on AMoL. What motivates you or your people? What are the main motivators in your organization? Transformation and change requires different leadership than running the business as usual. In this session we will work on what is required from a leader in case transformation is needed in the organization.

Leadership and Trust and empowerment

The importance of Emotional intelligence in Leadership, advantages and disadvantages of EQ. Inspirational Leadership, find out what makes a leader inspirational to people. Active listening, the silent is also part of the music. Challenges of leading in a flat organisation. How to gain trust?

Leadership transformation/transformational leadership

Transformation needs leadership. In this session we will focus on the capabilities and characteristics of transformational leaders and on what it takes to bring an organization from status quo to the future state.

Mindfulness

Modern leaders suffer from stress, challenges around work-life balance. In many corporations it is quite normal that leaders are working in the middle of the night (sending emails to team members at 2 am), because they can't sleep. A constantly growing number of corporations realized that modern leaders need to learn how to be resilient. How to handle stress and in general change. Modern corporations believe the answer is improving resilience in the individuals, and through them in the whol organization

Guest: Adam Marky dr. - Mindful leadership expert, trainer & speaker

Session #6 6th of May, Sunday

Final Team Presentations

In this sessions students groups will present their final presentation that they prepared in a small group since the 7th April.

Closing

Defining your personal leadership crest.

Workshop discussion about learning outcomes and personal take away.

Brief Bio of the Instructors

Robert Byssz is responsible for the sales transformation globally at Philips. In this transformation they are impacting close to 4500 sales people and 700 leaders in over 100 countries, with enabling them to be successful in a more digital environment. Prior to his globally role he was leading the transformation in CEE region for 2 years. He joined Philips after 10 successful years at Hungarian Telekom, where he was the deputy director of Small and Medium Business Sales Directorate. In 2007 he was member of the team, which designed and deployed the new operating model, in which Telekom merged all its subsidiaries under the umbrella of "T". As he recalls this was the start of his never-ending endeavor to master the fields of change management, transformation, understanding the future ways of work and modern leadership.

Achilles Georgiu is the Program Director of MSc in Technology Management & Innovation and the Industrial Director of MSc in Business Analytics program at the Department of Economics and Business in CEU. He is also a Senior Adjunct lecturer of Digital Transformation and Leadership courses at the various MSc programs of the school. Besides MSc degrees in Computer Sciences and Informatics Management, he has more than 18 years of international and multicultural experience from the field and ample knowledge of standard IT management and control frameworks with special focus on personalized human motivation, team building and performance management. He worked for several international companies and he is currently working at IBM as the Technology Support Services Director and being a Subject Mater Expert of solution sales and cross industry specializations. As an Opinion Leader, his personal objective is to burn pictures in people's mind via metaphors and visual stories in order to transform them to future e-Leaders, who understand technology evolution and the adaptation to everyday business environment. (for more: www.georgiu.hu)

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