

CEMS Leadership and Self-development

42E01000

3 ects

SYLLABUS

(12.09.2018)

Instructors' contact information	Course information
Name Rita Järventie-Thesleff & Jari Ylitalo	Status of the course
E-mail rita.jarventie-thesleff@aalto.fi & jari.ylitalo@aalto.fi	Academic Year, Period
Office	Location
Office Hours	Language of Instruction English
Instructor's Webpage	Course Website
	Teaching Assistants

1. OVERVIEW

This introductory course to the Global Management (incl. CEMS MIM) programme aims to provide a foundation for the GM/CEMS-students to analyze, identify and develop 'leadership' and 'leading' in organizations and in teams, and to plan and take ownership of their personal development, self-management and well-being.

During this unique, intensive and interactive seminar, organized in close corporate collaboration, the students will learn to challenge the traditional, heroic views on leadership. As an alternative, the participants will be invited to explore and discuss the relational and collaborative approaches to leadership. Furthermore, students will be acquainted with principles of self-coaching and they will learn how to make a personal plan for continuous learning and reflection.

Basically, personal development takes place over the course of a person's entire life. This course aims to sensitize the students to personal development and self-development issues. We will discuss Personal Development Planning and its three elements: reflection, self-awareness and action planning. Students will work on personal development plan based on individual tests.

The course will be organized as an intensive weekend course – from Friday to Sunday, including evening activities (28.-30.9.2018).

2. PREREQUISITES

You must be part of the GM/CEMS or CEMS MIM programme.

3. LEARNING OUTCOMES

After the course, you will be able to:

- Embrace the concepts of 'Leadership as practice' and 'Leading as practice'
- Set goals for your personal development
- Strengthen your Interest in continuous learning and reflections

4. ASSESSMENT AND GRADING

Pre-work: leadership narratives and insights from pre-readings

Active participation

Personal development plan

Pass / Fail

5. ASSIGNMENTS

- Leadership narratives: Familiarize yourself with the leadership articles and write a. your key take-away of the articles (new aspects and possible questions that the articles provokes in you), length 4-6 pages and b. write a leadership narrative about a challenging situation – of something that you have been part of or what you have observed in a 'real life' context. In the narrative, please describe the situation and analyze the role of different actors and elaborate what contributed to the success or failure of the situation, length 2-3 pages. Upload them to MyCourses by Wednesday 25. September at 13:00. Additionally, please, bring three (4) hard copies of your leadership narrative to the first day. It will be used in the afternoon group work!
- Please, complete the Hints wellbeing test (<https://www.hints.com/better-life-pulse/>)
- Have a look also at the Lean service creation -booklet
- Active participation: Be active both during the class discussions and in making your personal development plan.

6. READINGS

The reading list consists of the following:

1. Alvesson, Blom, Svenningsson (2017) Perspectives on Leadership
2. Alvesson, Spicer, (2016) Leadership induced Stupidity
3. Raelin (2016), Imagine there are no leaders: Reframing leadership as collaborative agency, *Leadership*
4. Wilfred H. Drath and Charles J. Palus (1994) Making common sense, Leadership as meaning-making in a community of practice, *Center for Creative Leadership*
5. Brigid Carroll (2008) Leadership as Practice: Challenging the Competency Paradigm, *Leadership* 4(4):363-379
6. <https://www.leanservicecreation.com/material/LSC%20Handbook%201.82.pdf>

Additional suggestions:

- Raelin (2004), Don't bother putting leadership into people, *Academy of Management Executive*
- Cunliffe & Eriksen (2011), *Relational leadership, HR*

7. PRELIMINARY SCHEDULE

Session	Date	Topic	Readings	Assignment Due Date
Aalto BIZ – G-107	Friday 28.9.2017	Introductions, Leadership and Self-management	<ul style="list-style-type: none"> • 9:00 Introducing the course, its objectives & actors • 9:45 Setting the scene by discussing the Future CEO survey and current changes in leadership expectations & discussion, Rita • 10:30 Coffee • 10:45 Theory & discussion on pre-readings, practice-based view, Jari • 12:00 Lunch • 13:00 Workshop on Leadership narratives – ask questions, construct interpretations based on LAP • 14:30 Coffee • 14:15 5 min presentations. Insights on leadership as practice. • 16:00 Pause • 16:15 Building organizational and cultural renewal with positive approach & mini-cases, Outi Sivonen / Finnair • 18:00 Dinner at Chydenia 	Assignments due by 25. September
Futurice, Annankatu 34 B	Saturday 29.9.2017	Lean service creation, Leadership and Reflection	<ul style="list-style-type: none"> • 9:00 The 'story of Futurice', Jori Mäkkeli • 9:45 Coffee 	

Session	Date	Topic	Readings	Assignment Due Date
			<ul style="list-style-type: none"> • 10:00 Lean service creation as an approach and as a support to LAP-culture / Futurice, Nelli Myllylä • 11:00 Mini-cases, Sami Koskela • 11:30 Lunch + working on the cases • 13:30 Case presentations • 14:30 Coffee • 14:45 On Reflection, Jari • 15:15 Reflection on the group work • 16:15 Corporate cultures and leadership: Finnair and Futurice • 18:00 Mix and Mingle @ Futurice 	
Fazer-hall	Sunday 30.9.2017	Leading as practice & development plans	<ul style="list-style-type: none"> • 9:00 Challenges of managing yourself, Juha • 9:30 Identity & purpose, Juha • 10:30 Coffee • 10:45 Individual & group work on personal development, roles & objectives • 12:00 Lunch • 13:00 How to manage your mental & physical energy, Juha • 14:00 Coffee • 14:15 Discussion on next steps • 16:15 Recap & Feedback • 17:00 End of the seminar 	

8. TEACHERS AND VISITORS

Jari Ylitalo

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Rita Järventie-Thesleff

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Juha Äkräs

<https://www.linkedin.com/in/juha-akras-b48a361b/>

<https://www.linkedin.com/company/3167996/>

Jori Mäkkeli

<https://www.linkedin.com/in/jorimakkeli/>

Nelli Myllylä

<https://www.linkedin.com/in/nellimyllyla/>

Outi Sivonen

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9. COURSE WORKLOAD

Classroom hours	30
Class preparation	25
Assignments	25
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Total	80 h (3 op)

10. ETHICAL RULES

Aalto University Code of Academic Integrity and Handling Thereof>

<https://into.aalto.fi/pages/viewpage.action?pageId=3772443>

11. OTHER ISSUES

- Registration to course
- Course Policies
- Retrieving Course Materials
- References
- Rubrics