



<b>EMBA-2224-502-Team Building and Leadership</b>		
<b>Name of lecturer(s) &amp; Email</b> Bob MARX & Thodoris PAGIANNIS <a href="mailto:marx@isenberg.umass.edu">marx@isenberg.umass.edu</a> <a href="mailto:tpapagiannis@summit.gr">tpapagiannis@summit.gr</a>	<b>Level, Status, Timing</b> Level 1 Compulsory Between 03-11-22 and 06-11-22	<b>ECTS, CH &amp; HW/GW*, Online</b> 3 24 & 66 0
<b>Description of the course unit</b> This course introduces lifelong learners to leadership and teamwork. It does so by using interactive experiential exercises where participants assume leadership roles and develop productive team activities. Self-assessment questionnaires are used to examine one's strengths and areas for further development.		
<b>Course unit Chapters</b> <ul style="list-style-type: none"> <li>• Emotional Intelligence.</li> <li>• Giving and receiving feedback</li> <li>• Communication &amp; synergy activities</li> <li>• 4 Frames Leadership &amp; Synergy &amp; leadership</li> <li>• Introduction to Situational Leadership &amp; SIT. LEAD. GROUP CASE CREATION and Belgian Beer</li> <li>• Project Impossible &amp; Circle of Life</li> </ul>		
<b>Learning outcomes of the course unit</b> <ol style="list-style-type: none"> <li>1. Perform several managerial tasks such as give feedback, facilitate teamwork, and demonstrate leadership competencies.</li> <li>2. Understand and analyze cases from the business world</li> <li>3. Apply concepts of leadership and teamwork to ongoing problems on the job.</li> <li>4. Show increased self-awareness of strengths and areas in need of development in major course topics including Emotional Intelligence, Situational Leadership, Leading from the Four Frames and Team Observation and Feedback Skills</li> <li>5. Show understanding of the concepts learned through writing papers at the graduate level that demonstrate application of theory and also the ability to analyze previous problems in handling leadership and teamwork situations and how course content might have helped improve the outcome in the past and will add to your competencies to succeed in positions of leadership throughout your career.</li> <li>6. Examine the Case of Dean's Beans, a Fair-Trade coffee company that pays above market prices for the coffee harvested by indigenous farmers in 11 Coffee-growing countries and still makes a profit. Learn how this social entrepreneur is able to run such an unusual business, which has been profitable for over 20 years.</li> </ol>		
<b>Teaching Methods</b> Interactive Lecture, Guided Instruction, Experiential Learning, Case Based Learning, Role plays and simulation	<b>Learning Activities</b> Experiential exercises, teamwork challenges, case analysis, self-assessment instruments, small group discussion, and leadership simulations	
<b>Learning Objectives (Check Academic Rules &amp; Regulations)</b> <ul style="list-style-type: none"> <li>• Learning Objective 11: Introduction</li> <li>• Learning Objective 12: Introduction</li> <li>• Learning Objective 2.1: Introduction</li> <li>• Learning Objective 2.2: Introduction</li> <li>• Learning Objective 3.1: Introduction</li> <li>• Learning Objective 3.2: Introduction</li> </ul>	<b>Assessment methodology / Students Use of Time and Load</b> Individual assignment <ul style="list-style-type: none"> <li>• weight 60%</li> <li>• workload estimated = 33 hours</li> <li>• due 20-11-22</li> </ul> Class Participation and preparation <ul style="list-style-type: none"> <li>• weight 20%</li> <li>• workload estimated = 13.2 hours</li> <li>• due 06/11/22</li> </ul> Group assignment <ul style="list-style-type: none"> <li>• weight 20%</li> <li>• workload estimated = 19.8 hours</li> <li>• due 06-11-22</li> </ul>	
<b>Evaluation scale</b> 0-20		
<b>Contribution to the Sustainable Development Initiative</b> Non Applicable		
<b>Asynchronous Learning Material (Coursera)</b> Non Applicable		
<b>Readings</b> <b>Required</b> <ul style="list-style-type: none"> <li>• <a href="#">Bolman, L.G. and Deal, T.E., How Great Leaders Think: The Art of Reframing, San Francisco, CA, Jossey-Bass, 2014, ISBN 978-1-118-14098-7 2) Marx, R.D.</a></li> <li>• Teambuilding and Leadership Course-Pack Compiled by Robert Marx, August, 2021</li> <li>• <a href="#">Buy High Sell Low: Redefining Bean Counting in the Coffee Industry for a Sustainable Future" Manz, C.C., Manz, K.P., Marx, R.D., and Dillon, P.J., Journal of Values-Based Leadership, Summer/Fall (2013) Vol.VI, Issue II.</a></li> </ul>		

**Notice:** The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking your Front Office Portal hosted on Canvas.

\*CH - Contact Hours, HW - Homework, GW - Group Work

\*\* Learning Objectives are available in the [Lifelong Learner's Handbook](#)