



Code	KTK-lesleaNM	ECTS Credit	3	HUN Credit	3
Module Title:	LESSONS IN LEADERSHIP				
Module Leader:	Dr. Jeff Mark Zimmerman, PhD, MBA US Fulbright Scholar to Hungary (2023-24)	Office Hours:	Tuesdays 12.30 – 14:00 (Room B222)		
Telephone:	+36-72/501-599/ 23367	E-mail:	Jeff.Mark.Zimmerman@ktk.pte.hu		
Short Description:	This course exposes students to diverse public/private leadership figures invited to share their own experiences and discuss cross-cultural leadership issues, which are compared and contrasted with leadership scholarship. Topics covered include (but are not limited to) the role of influence, power, relationships, communication, the external environment, decision making, and valuing diversity in the cross-cultural leadership process.				
Sessions (weeks): Mondays: 16:00 – 17:30 (Room B316 – ExxonMobil)					
<u>11 Sep (Mon.)</u>	Introduction to <i>Lessons in Leadership</i>, course requirements				
<u>18 Sep (Mon.)</u>	Lecture on: „<u>Leadership Building Blocks</u>” <ul style="list-style-type: none"> • Influence, Power, Relationships, Communication, External environment, team/group/org history, etc. • Various application activities • Assignment Due: <ul style="list-style-type: none"> ○ Journal – Leadership Basics – due by SUN., Sept. 24 @ 9:00 pm (21:00) 				
<u>25 Sep (Mon.)</u>	„<u>Cross-Cultural Leadership Building Blocks</u>” <ul style="list-style-type: none"> • What is Culture? How does culture impact individuals, teams/groups/organizations? • Leading in familiar vs. unfamiliar cultures • Various application activities 				
<u>2 Oct (Mon.)</u>	Speaker #1: Hungarian leader <ul style="list-style-type: none"> • Leadership in the Public / Private Sector (+ class discussion) • Assignment Due (ONLY for students assigned to <u>Speaker #1</u> – Dr. Z. will notify all students who are assigned to Speaker #1): <ul style="list-style-type: none"> ○ Group Journal Entry – due by SUN., Oct. 8 @ 9:00 pm (21:00) 				
<u>9 Oct (Mon.)</u>	Speaker #2: US Leader				



	<ul style="list-style-type: none"> • Leadership in the Public / Private Sector (<i>Snapshots of Great Leadership</i> discussion) • Assignment Due (<u>ONLY</u> for students assigned to <u>Speaker #2</u> – Dr. Z. will notify all students who are assigned to Speaker #2): <ul style="list-style-type: none"> ○ Group Journal Entry – due by SUN., Oct. 15 @ 9:00 pm (21:00)
<u>16 Oct (Mon.)</u>	<p>Cross-Cultural Leadership Comparison: Hungary vs. USA (Similarities & Differences; Cultural Assessment of Hungarian and USA cultures – Hofstede Inventory)</p> <ul style="list-style-type: none"> • <i>Situational Leadership</i> • <i>Norms in Groups & Teams</i> • <i>Leadership & Stress</i> • <i>Hofstede’s 4 Main Cultural Dimensions</i> - Worksheet
<u>23 Oct (NO CLASS)</u> Updated	<p>No Class – Hungarian National Holiday (1956 Revolution Memorial Day)</p> <ul style="list-style-type: none"> • No Class this week – Complete “Leadership Quick Prompt Activity” (Online) by Thurs., Oct. 26 @ 21:00 – (Required)
<u>30 Oct (NO CLASS)</u>	No Class – Fall Break
<u>6 Nov (Mon.)</u>	<p>Speaker #3: Hungarian leader</p> <ul style="list-style-type: none"> • Leadership in the Public/Private Sector (+ class discussion) • Assignment Due (<u>ONLY</u> for students assigned to <u>Speaker #3</u> – Dr. Z. will notify all students who are assigned to Speaker #3): <ul style="list-style-type: none"> • Group Journal Entry – due by SUN., Nov. 12 @ 9:00 pm (21:00)
<u>13 Nov (Mon.)</u>	<p>Speaker #4: US Leader</p> <ul style="list-style-type: none"> • Leadership in the Public / Private Sector (+ class discussion) • Assignment Due (<u>ONLY</u> for students assigned to <u>Speaker #4</u> – Dr. Z. will notify all students who are assigned to Speaker #4): <ul style="list-style-type: none"> ○ Group Journal Entry – due by SUN., Nov. 19 @ 9:00 pm (21:00)
<u>20 Nov (Mon.) – Cancelled (Dr. Z. at Conference)</u>	<ul style="list-style-type: none"> • No Class this week – Complete “Leadership Quick Prompt Activity” (Online) by Thurs., Nov. 23 @ 21:00 – (Required)
<u>27 Nov (Mon.) – Updated</u>	<ul style="list-style-type: none"> • Cross-Cultural Leadership Challenges Discussion (start) <ul style="list-style-type: none"> ○ What they forgot to tell you about cross-cultural leadership...perception, expectations, communication
<u>4 Dec (Mon.)</u>	<ul style="list-style-type: none"> • Cross-Cultural Leadership Challenges Discussion (continued) <ul style="list-style-type: none"> ○ Tips & Tricks • Final Quiz Review



<p>11 Dec (Mon.)</p>	<ul style="list-style-type: none"> Final Quiz (in class – Mon., Dec. 11) – closed-book Quiz
<p>Rationale Including Aims:</p>	<p>A debate amongst educators and practitioners is whether <i>leadership can be taught</i>. Some people argue that leadership cannot be taught – it is something that individuals are either born to do or not. The more prominent view is that leadership <u>can</u> be developed not only through experience, but also through <u>traditional classroom learning</u> and by <u>learning from others</u>. The “<i>Lessons in Leadership</i>” course is designed to boost students’ leadership development by addressing the latter. “<i>Lessons in Leadership</i>” exposes students to leadership issues that arise in public and private organizations, both large and small, local and global. The course places special emphasis on the challenges of cross-cultural leadership. The instructor invites a variety of Hungarian and American corporate, government, and community leaders to address the class, share their own experiences, and discuss cross-cultural leadership issues.</p> <p>Students will engage in a number of learning activities in order to apply the lessons taught by our guest speakers to the students’ own experiences, to assigned readings, and to the theories of leadership discussed in coursework. As such, there is an emphasis on introspection, reflection and application by the student.</p> <p><i>*While not expected, the instructor reserves the right to change the course schedule if necessary and will inform students via email, MOODLE, and in class in a timely manner.*</i></p>
<p>Learning Outcomes: Knowledge</p>	<p>On completion of this module the successful student will be able to:</p> <ul style="list-style-type: none"> – (CILO 1) Demonstrate, through the use of examples provided by guest speakers and from the assigned coursework, <u>how various theories of leadership can be applied in diverse, practical settings</u>; – (CILO 2) Compare and contrast the leadership challenges that arise in different types of organizations (e.g., public vs. private; large vs. small; service vs. manufacturing) and cultures (e.g. diverse and/or global cultures) – (CILO 3) Discuss how early-life experiences influence how individuals choose to lead as well as <u>how those individuals respond to diverse leaders and followers</u>; – (CILO 4) Articulate how the „lessons learned” from our guest speakers and assigned readings can be used to better prepare themselves for future leadership and professional roles in a diverse and global marketplace. – (CILO 5) Apply any „lessons learned” from our guest speakers, assigned readings, and coursework to enhance a real-world Community Leadership Engagement Project in and/or around Pécs.



<p>Learning Outcomes: Skills</p>	<p>This module will call for the successful student to demonstrate:</p> <ul style="list-style-type: none"> – ability to conduct effective small-scale research (library use, information handling), – effective written/verbal presentation of ideas, – effectiveness in argument and debate with peers, – positive contribution to group (team) efforts on deliverables
<p>Teaching and Learning Strategies:</p>	<p><i>Principal teaching methodologies:</i></p> <p>The teaching methods focus on experimental and practical experience and combines a variety of dynamic learning methodologies – guest speaker experiential discovery workshops (“storytelling”), application exercises (Leadership Quick Prompts, Leadership Engagement Project, journals, Final Exam), self-inventories, and case studies. (CILO 1, 2, 3, 4, 5)</p> <p>The course combines a skill-building approach, where students identify various factors / skills that impact the cross-cultural leadership process and apply these to their own real-world experience. These are amplified through class discussion, reflection, case studies, journal assignments, guest speaker stories, and various assessments (Community Leadership Engagement Project, journals, Final Exam, etc.). (CILO 1, 2, 3, 4, 5)</p> <p>Students are expected to read the material before class since active participation in class discussions is required. (CILO 1, 2, 4)</p> <p>A high emphasis is placed on participation in class discussions, guest speaker interaction, reflection and application by the student through various course activities and assessments. (CILO 1, 2, 3, 4, 5)</p>
<p>Assessment Scheme:</p>	<p>Assessment is based on the following criteria:</p> <ul style="list-style-type: none"> • 1 Journal – Leadership Basics – Here and There, Then and Now (30 points) • 2 Group Journal Entries on Guest Speakers (20 points each = 40 points total) • Community Leadership Engagement Project (40 points) • Participation (15 pts) & LDR Quick Prompts in /outside of class as needed (10 pts) = 25 points total • Closed-book Final Quiz (40 points) <p><u>175 points total</u></p> <p>Assignment due dates will be posted in MOODLE and emailed to students in 1st week of class. Assignment instructions will be posted in MOODLE and emailed to students as needed throughout the semester.</p>



Grade Scale	<p>Assignments will be marked using the following five-point marking scale shown below (5 being the best and 1 being the worst). There is no opportunity for an improvement / correctional exam.</p> <table border="1"><thead><tr><th>GRADE</th><th>DESCRIPTION</th><th>PERCENTAGE</th></tr></thead><tbody><tr><td>5</td><td>Excellent</td><td>88.01 - 100</td></tr><tr><td>4</td><td>Good</td><td>75.01 - 88</td></tr><tr><td>3</td><td>Fair</td><td>60.01 - 75</td></tr><tr><td>2</td><td>Pass</td><td>50.01 - 60</td></tr><tr><td>1</td><td>Fail</td><td>0 - 50</td></tr></tbody></table>	GRADE	DESCRIPTION	PERCENTAGE	5	Excellent	88.01 - 100	4	Good	75.01 - 88	3	Fair	60.01 - 75	2	Pass	50.01 - 60	1	Fail	0 - 50
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3	Fair	60.01 - 75																	
2	Pass	50.01 - 60																	
1	Fail	0 - 50																	
Core Learning Materials:	<p><u>Required:</u></p> <ul style="list-style-type: none">• Howell, J.P., & Wanasika, I. (2019). Snapshots of Great Leadership (2nd edition). New York, NY: Routledge. ISBN: 978-1-138-08817-7 (paperback).• Lecture materials – uploaded to MOODLE each week by instructor																		
Optional Learning Material:	<ul style="list-style-type: none">• In the process of completing various assignments, students will be expected to search for other relevant leadership material (i.e. sources) to supplement their answers within the assignments. More information provided within the assignment instructions in MOODLE.																		