

Leadership Personal Leadership Development Syllabus

August – December 2015

VII Cycle

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I. General Course Data

Course Name :Leadership Personal Leadership Development

Code : 08121

Requirement : Human Behavior in Organizations

Credits : 3

Semester : 2015-II

Cycle : VII

II. Course Outline

'Personal Leadership' is the second elective course of the Leadership Concentration that covers the understanding, application and development of this competence, as it is permanently required in professional performance. It seeks to develop inherent personal conditions such as self-knowledge, self-control, self-motivation which are vital for effective leadership exercise.

Based on a series of self-assessment and structured and unstructured exercises, the student will acknowledge how personality structure is based on emotions, cognitions, past experiences and communicative verbal and non-verbal behavior, and realize how they help or interfere when looking to reach their goals.

Specifically, it presents a holistic, integrated, principle-centered approach for personal change in the path towards personal effectiveness. It offers powerful lessons and techniques for dealing with everyday problems that intend to build character and positive attitudes based upon universal principles and values. Therefore, they help maximize effectiveness through self-knowledge and self-reflection.

III. Course Objective

Develop character and effectiveness in students through the acknowledgement, understanding and practice of habits and techniques based on universal principles.

IV. Learning Outcomes

At course completion, the student will be able to:

- Acknowledge the importance of inner change based upon universal principles and values.
- Use tools and techniques in order to evaluate various situations and cope with them.
- Show a proactive and positive attitude towards life and everyday situations
- Define a personal vision and mission statement.
- Establish priorities and distinguish the important versus the urgent.
- Think win-win in every situation, and be capable of negotiating.
- Understand the role of empathy in building interpersonal relationships.
- Synergize when working in groups.
- Embrace balance and relaxation as vital for personal well-being

V. Methodology

This course covers a wide variety of topics concerning personal leadership, change and effectiveness. It consists of two units. The first, called Private Victory deals with three powerful habits that help build character and self-control. The second, called Public Victory shows how to transfer this knowledge to improve relationships with others.

Although theory is needed and **reading in advance for each class is mandatory**, the course works like a workshop with a variety of activities and group dynamics. Active participation in class debates and activities is required. Activities include group dynamics, individual exercises, analysis of videos, news and article discussions, among others.

There will be individual and group assignments that will be useful to keep track of students' progress. Finally, a self-reflective essay must be presented before the final exam. The essay should answer the following question: "How has learning this concepts impact your life?" By describing their experiences, sharing their plans and relating them to the course, students will paint a picture of how much they can grow.

VI. Evaluation

The course considers an accumulative and integrated evaluation which includes the completion of a mid-term exam, a final exam and regular assignments. The latter is called Permanent Evaluation Grade (PEG) and weighs 70% of the final grade. It involves reading controls, individual assignments, group assignments, a personal essay and a grade based on attendance and active participation in class sessions. **None of these grades will be cancelled nor substituted**. The percentages and proportions are explained in the following table.

PERMANENT EVALUATION GRADE		
Type	Description	Weight (100%)
Reading controls	4 reading controls	4 x 5% = 20%
Individual assignments	5 individual assignments	5 x 5% = 25%
Group assignments	2 group assignments	2 x 5% = 10%
Final personal essay	Personal, reflective essay due to be delivered in a specific date.	35%
Attendance, participation	Grade will be based on attendance and active participation during class sessions	10%

The final grade (**FG**) will be calculated using the following formula:

$$\mathbf{FG} = (0.15 \times \mathbf{MT}) + (0.15 \times \mathbf{FE}) + (0.70 \times \mathbf{PEG})$$

- MT** = Mid-Term Exam
FE = Final Exam
PEG = Permanent Evaluation Grade

In evaluating **individual and group assignments** these elements will be considered and added up to a total of 20 points:

Following instructions (syllabus, assignment handouts, and explanations)	2pts.
Organization (coherence, logical and substantive progression of ideas)	5pts.
Comprehension (analysis/synthesis; demonstrated understanding of concepts)	7pts.
Delivery (creativity, depth of reflections)	4pts.
Mechanics (grammar, spelling)	2pts.

VII. Contents and learning activities

WEEK	CONTENTS	ACTIVITIES/ ASSESSMENT
1° August 24th - 29th	Introduction Paradigms Principles of growth and change. Inside and out: personality vs. character	Article discussion: Goleman (1998). What makes a leader?
2° August 31th – 05th	The maturity continuum: dependence, independence, interdependence Covey (2004). 13-63	Individual Assignment #1. What are my paradigms?
3° September 07th- 12th	Habits defined Effectiveness	Group Assignment #1. From Dependence to Interdependence
4° September 14th – 19th	Private victory Habit 1. Be proactive. Circle of concern vs. circle of influence Covey (2004). 63-94	Reading Control #1 Video discussion: Private victory examples
5° September 21th – 26th	Habit 2. Begin with the end in mind. Defining a life center. Writing a personal mission statement Covey (2004). 95-144	Individual Assignment #2. Becoming a proactive person
6° September 28th – October 03th	Habit 3. Put first things first Time management matrix Covey (2004). 145-182	Reading control #2 Individual Assignment #3. My personal mission statement
7° October 05th – 10th	Mid-term exam in class	
8° October 12th – 17th	MID-TERM EXAMS	
9° October 19th – 24th	The quadrant II tool Covey (1994). 77-102	Individual Assignment #4. My weekly schedule (will be done during class)
10° October 26th – 31th	Public victory Paradigms of interdependence The emotional bank account Deposits and withdrawals Covey (2004). 183-203	Video discussion: Public victory examples
11° November 02th – 07th	Habit 4. Think win-win Negotiating agreements Covey (2004). 204-234	Reading Control #3

12° <i>November 09th – 14th</i>	Habit 5. Seek first to understand, then to be understood Empathy and empathic listening Covey (1994). 235-270	Individual Assignment #5. Seeking win-win
13° <i>November 16th – 21th</i>	Habit 6. Synergize Celebrating differences Covey (1994). 271-284	Group Assignment #2. Synergizing
14° <i>November 23th – 28th</i>	Habit 7. Sharpen the saw The need for balance Covey (1994). 287-307	Reading control #4 Personal essay due date.
15° <i>November 30th – December 05th</i>	Final exam in class	
16° <i>December 07th – 12th</i>	FINAL EXAMS	

VIII. References

1. COVEY, S. (2004). **The 7 habits of highly effective people: powerful lessons in personal change.** New York: Free Press
2. COVEY, S. (2003). **The 7 habits of highly effective people. Personal workbook.** New York: Fireside
3. COVEY, S. (1994). **First things first: to live, to love, to learn, to leave legacy.** New York: Simon & Shuster
4. GOLEMAN, D. (1998). **What Makes a Leader.** Harvard Business Review, 92-102.

IX. Professor

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