

**АННОТАЦИЯ РАБОЧЕЙ ПРОГРАММЫ ДИСЦИПЛИНЫ**Эффективное лидерство (Effective Leadership)*наименование дисциплины***Автор:** Профессор кафедры, PhD Зегер ван дер Вал**Код и наименование направления подготовки, профиля:** 38.04.02 Менеджмент, направленность «Стратегические коммуникации: государство и бизнес. Международная англоязычная магистратура»**Квалификация (степень) выпускника:** Магистр**Форма обучения:** Очная**Цель освоения дисциплины:**

Код компетенции	Наименование компетенции	Код этапа освоения компетенции	Наименование этапа освоения компетенции
ПК-1	Способность управлять организациями, подразделениями, группами (командами) сотрудников, проектами и сетями	ПК-1.1	Знание основных результатов новейших исследований по проблемам менеджмента; моделей поведения экономических агентов и рынков; методов расчета и анализа основных экономических показателей проектов и сетей.

**План курса:**

№	Наименование темы	Содержание
Тема 1	<b>Unpacking the VUCA world</b>	In this introductory session, we will go through the course outline, rationale, and expectations. We will also discuss how you can best prepare for a case discussion in class, and start familiarizing ourselves with our groups for the various exercises and projects during the week. We will agree on a mutual contract to ensure these 5 days will be the best educational experience of a lifetime. Then, we will set the stage for the remainder of this course by deconstructing the components of the VUCA world – volatility, uncertainty, complexity, and ambiguity. Also, we will discuss if public managers are a unique species of managers compared to other types of managers, and why that is – and perhaps should be – the case (or not), and you will classify yourselves as one of 4 types of public managers/leaders

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Тема 2	<b>21st Century Trends and 7 Leadership Demands</b>	<p>This session, we map out and discuss key trends and drivers affecting all of us in the decades to come, no matter where we work. We will pay attention to gradual, more predictable megatrends such as ageing, globalization, climate change, and ultra-urbanization as well as less visible and potentially more disruptive micro trends or ‘butterfly effects’: sudden shocks and crises that put strain on public managers and their constituencies.</p> <p>Collectively, we will map some of the – yet unknown – trends and drivers affecting your working life in the years to come and discuss how they will impact your opportunities to create public value.</p> <p>Then, we’ll zoom in on the seven key leadership demands that will structure the remainder of this module.</p> <p>We examine and discuss how these key demands translate into dilemmas – tough choices reinforced by the ambiguous nature of the demands – as well as unprecedented opportunities for producing public sector excellence</p>
Тема 3	<b>Managing Stakeholders: Mapping, Prioritizing, Engaging</b>	<p>Creating, implementing, and delivering programs, policies, and services effectively increasingly requires the involvement of a highly diverse set of – supportive as well as adversarial – stakeholders. But how do you know which stakeholders matter most and why? How to make sure negligence of stakeholders will not lead to future legitimacy gaps? We will discuss prioritization of stakeholders and different engagement strategies, reaching from one-sided information sharing to co-creation and co production.</p> <p>Having decided on an engagement strategy is merely a first step. These days, stakeholders from widely diverging constituencies and backgrounds need to be addressed in their own language, at their own speed, and on their preferred (new media) platform. This is easier said than done. How do you develop antennae to keep stakeholders on your radar? What kind of new skills are required in the areas of communication, negotiation, framing and branding, and social media management? How can government develop a ‘first mover advantage’ in social media communication instead of being put on the defensive as a re-active responder?</p>

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Тема 4	<b>Effectively Engaging Adversarial Stakeholders</b>	In this session, we will conduct a ‘live’ stakeholder analysis, using three widely used stakeholder mapping and analysis tools.
Тема 5	<b>Declining Trust in Traditional Functions and Institutions</b>	In recent years, we have witnessed fundamental shifts in power structures and traditional notions of hierarchy and authority, even in countries with fairly top-down, authoritative governance structures. The Arab Spring, Occupy Central, and the surge of populist leaders in different continents are all examples of how assertive, individualized stakeholders question authority and denounce traditional ‘elitist’ institutions and ways of governing. This increasing political and authority turbulence will force public managers to continuously justify their legitimacy through performance, internally and externally. It will also challenge them in meeting their end of the ‘public service bargain’: providing frank and critical expert advice to the government of the day in exchange for loyalty and politically neutral implementation and service delivery. Authority has to be acquired – and earned – every day through accountable and effective performance. Political astuteness, distributive leadership and crisis management are key competencies discussed here.
Тема 6	<b>Leading Political Leadership Transitions</b>	In the final session of day 2, we will conduct a case discussion and analysis in smaller groups on leading agencies through a period of political transition and leadership turbulence.

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Тема 7	<b>Leading New Generations and Innovations</b>	<p>In day four's first session, we will critically assess the traits and ambitions of new types and generations of workers and how they affect management and leadership practices. We discuss how to recruit and incentivize new generations of workers (Gen Y and Gen Z), and pay attention to increasing diversity, (reverse) mentoring and coaching practices, and organizational socialization. Also, we will examine the implications for leaders of increasingly virtual and remote office settings – partly as a response to changing needs and desires of new generations. Indeed, leaders will have to innovate internal policies, practices, and assumptions in responding to external innovation pressures from assertive stakeholders and technological developments, such as cybersecurity threats, social media and big data. However, they have to justify investing taxpayer's and shareholder's money in experiments with uncertain outcomes. Moreover, they have to overcome pervasive institutional and individual forces constraining change and renewal, and the inherent 'risk averse' cultures of many organizations.</p>
Тема 8	<b>Innovation Transformation: Success Story and A</b>	<p>In this session, we will conduct a case discussion and analysis in smaller groups. This classic HBS case about the fundamental transformation of the libraries system in Singapore is a great vehicle for evaluating the success factors of innovation. What did go right and why? What was the role of leadership, HRM, technology, and the vision of the change process? Which general lessons can we distil for innovation in other countries and contexts?</p>
Тема 9	<b>Ethical Leadership for the 21st Century</b>	<p>Leaders in any context will encounter unethical individuals, structures, and systems. Some of these can be mitigated or curbed through effective management. 21st century trends and drivers bring us brand new types of ethical issues, including the blurring between public and private time in new media usage, tensions created by increasing diversity and internationalization, security risks and ethical risks created by big data and artificial intelligence, and the advent of virtual whistleblowing. What kind of analysis is required, why is this so difficult, and what strategy is likely to be effective? Where does unethical behavior come from and how can we incentivize ethical behavior? Should we enforce compliance, increase awareness, emphasize values, or all of the above?</p>

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Тема 10	<b>Managing Workplace Dilemmas Ethically</b>	Effective leadership is all about managing competing sets of values (societal, organizational, professional, and individual), even if unethical behavior does not occur. How do you balance different value sets and systems in producing good governance and creating public value? How do you address daily workplace dilemmas? In this session, we'll analyze three short case studies, and practice with a widely used tool for ethical decision-making, the 7 steps approach to ethical decision making.
Тема 11	<b>21st Century Leaders: Self-Assessment of core Traits</b>	We discuss the contours of the 21st century public manager's profile, and assess the universalism of such a profile. How should 21st century leaders differ from 20th century ones. What should be the most important skills for leaders 5 years from now? Are they 'traditional' or 'new' skills? Each of you will assess your own future readiness in the light of your career ambitions and country context.
Тема 12	<b>The Power of Collaborative Leadership</b>	In this session, we discuss why effective 21st century leadership is collaborative leadership. How can you become a 'tri-sector athlete'? At the same time, while collaborative leadership sounds great, establishing trust and accountability within cross-sectoral arrangements is easier said than done. We will discuss recent insights about and real-life examples of co-creation and co-production, and tri-sector collaboration, and critically contrast the risks as well as the value-adds involved in more cross-sectoral and horizontal ways of managing public issues.
Тема 13	<b>Preparation for Group Presentations (Facilitated by Instructor)</b>	<b>Preparation for Group Presentations</b>
Тема 14	<b>Are you (and Your Agency) 21st Century Proof?</b>	<b>In your final group presentations, you will reflect on your learnings and look ahead at how can make yourself and your agency more future-proof. The instructor will provide short feedback to all groups</b>

**Формы текущего контроля и промежуточной аттестации:**

Формы и методы текущего контроля успеваемости: диспут, кейс  
Форма промежуточной аттестации – Зачет

**Основная литература:**

1. Owen, Hilarie. New Thinking on Leadership : A Global Perspective, edited by Hilarie Owen, Kogan Page, 2012. ProQuest Ebook Central,  
<https://ebookcentral.proquest.com/lib/ranepa-ebooks/detail.action?docID=939377>.