**Leading and Managing Change in Higher Education
(La MANCHE)**

**Leadership
Training Syllabus**

Training description

The training in Leadership is aimed at building and improving the leadership skills of senior and middle managers in higher education. The syllabus provides assistance to the trainers and supports the trainees in their joint efforts to improve the overall quality of the governance processes in academic settings. The syllabus is a recommendation and could be adapted to the local contexts according to the training needs identified at institutional level. The training will contribute to acquisition of theoretical and practical knowledge regarding basic characteristics of various leadership theories and styles, the difference between the manager and the leader, morality, ethics and grassroots leadership. Trainees should gain knowledge and skills which will help them become excellent leaders in academic settings.

Training outcomes

Upon successful completion of this training the trainees will acquire basic knowledge, principles and approaches to leadership; they will be able to identify and distinguish between different leadership styles and

theories and will be able to understand and develop leadership behavior. They will know how to apply different leadership techniques in higher education.

Profile of the trainer
The trainer in leadership is either a senior manager at the university with extensive practical experience in leading and managing the institution or a faculty member with background in social studies, in particular in the field of management. In both cases the trainer has very good communication skills and is a trusted team member.

Profile of the trainees
Typically, the trainees in leadership are Vice Rectors, Deans of Faculties, Heads of departments and administrative units at the university. They are not professional managers and need to develop new leadership skills and knowledge in order to improve the governance processes of the unit or area they are in charge of.

Required reading
Arnold, H. , Feldman, D. (Current Edition) Organizational Behavior , McGraw-Hill Book Company
Ciulla J (2001) Ethics and Leadership Effectiveness, Louisiana
Hofstede, Geert and Hofstede, Gert Jan and Minkov, Michael (2010) Cultures and Organizations: Software of the Mind. 3rd Edition, McGraw-Hill USA.
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Буртовая Е. (2001) Хрестоматия по этике, Калиниград.
Филонович С. (1999) Лидерство и практические навыки менеджера, Москва.

Recommended reading

Albrecht K. (2006) Social Intelligence, New York.

Bentham J. (2000) An Introduction to the Principles of Morals and Legislation, USA.

Chris van Zyl. (2007) Key Performance Predictors for Small and Micro Tourism Enterprises in South Africa: Philosophical and Methodological Underpinnings. 16 EDAMBA Summer Academy, Soreze, France, p. 13 - 34.

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Cowling, A., M. Stanworth, R. Bennett, J. Curran, P. Lyons (1989) Behavioural Sciences for Managers.

Fiedler, F. A. (1967) Theory of Leadership Effectiveness. USA.

Handy, C. B. (1986) Understanding Organizations. Great Britain.

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Krishnan V. Power and moral leadership: role of self-other agreement, Leadership & Organization Development Journal, Vol. 24 Iss: 6, (2003) pp. 345 - 351

Michaels E, Handfield and Jones H, Axelrod B. (2001) The War for Talent, Harvard Business Press.

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Thorndike, E. Intelligence and its Use. *Harper's Magazine*, 140, 1920, 227-235

Wilson J. (1993), The Moral Sense, New York.

Training outline

Theories and practice of leadership: from charismatic to transformational

Leadership as a function of power
Leadership versus management
Decision making and problem solving
Ethics, morality and leadership
Grassroots leadership
Organizations and social responsibility
Leadership in academic settings
Women leaders in higher education

Training methods and techniques
The trainings are best held in the framework of interactive workshop, seminars and discussions. To enhance the trainings results trainers may use various techniques such as group exercises, training games and role-playing, Q and A sessions, case studies etc. Trainers are advised to use basic handouts, powerpoint or prezi type of presentation etc.

Indicative topics and learning outcomes
1) Theories and practice of leadership: from charismatic to transformational
By covering this topic in the trainings, the trainees:
- will gain knowledge on the various viewpoints regarding leadership
- will be able to describe leadership thanks to the categories of management
- will have at his/her disposal a huge list of criteria for identifying the various types of leadership
- will be able to look at the evolution of the theory of leadership from a chronological point of view
- will be able to look at leadership in its entireness
- will reveal a multitude of factors that are directly related to leadership
- will see leadership not just as management, but as part of real-life.

2) Leadership as a function of power
By covering this topic in the trainings, the trainees:
- will know the basic points of view on power

- will reveal the importance of power concerning leadership
- will be able to discern successful leaders based upon the way they make use of their power
- will be able to discern the power that people vest in their leaders from the power which organizations give to their managers
- will be able to identify the different types of power that leaders have
- will understand the connection between a leader and his followers by means of power.

3) Leadership versus Management
- will know the important differences between leadership and management
- will know what importance does a leader and a manager hold for management
- will show the environment in which leadership and management work
- will have a clear idea on what is a good leader and a successful manager
- will be able to tell the points of intersection between leadership and management
- will understand what are the patterns of management of formal and informal structures within an organization
- will be able to develop our leadership skills and qualities.

4) Decision making and problem solving
By covering this topic in the trainings, the trainees:
- will know what constitutes a decision
- will accept decision making as the primary task of management
- will look at how we can arrive at specific decisions
- will be able to choose among different approaches when making decisions
- will be able to discern the different leadership styles by their approach to problem solving
- will be able to sort our way through the different types of decisions, which a leader makes.

5) Ethics, morality and leadership

By covering this topic in the trainings, the trainees:
- will know what honesty is all about
- will understand the significance that honesty holds for leadership
- will be able to discern the basic types of leadership honesty
- will know what importance does leadership honesty have in regard to forming a group's attitude
- will be capable of managing honesty as a leader's tool
- will define the frame of honesty and the way it empowers a leader
- will know what ethics and morals are
- will understand how morals influence a leader's social power
- will learn to distinguish the moral decisions from the problem, in which they are made
- will learn to distinguish leaders who do not want to be moral from those who cannot be such
- will know how a leader may affect his own morals
- will understand the role of social intelligence for leadership.

6) Grassroots leadership
By covering this topic in the trainings, the trainees:
- will know what grassroots management consists of
- will be able to discern three types of information channels in an organization
- will be able to optimize the communication in upward direction
- will be able to express apart grassroots management from grassroots leadership
- will understand what meaning grassroots leadership holds for an organization
- will know how to manage talent in the organization
- will have at their disposal a method which follows the grassroots leaderships principle.

7) Organizations and social responsibility
By covering this topic in the trainings, the trainees:
- will understand why corporate social responsibility (CSR) has emerged as an important component of management practice
- will gain knowledge of the basics of social responsibility theories

- will be able to recognize and support CSR opportunities in academic settings.

8) Leadership in academic settings
By covering this topic in the trainings, the trainees:
- will become acquainted with theories for explanation of leadership in academic environment
- will analyze factors which have influence on the leadership in academic environment.

9) Women leaders in higher education
- will gain basic knowledge in the field of gender studies
- will become acquainted with some theories explaining the characteristic features of women leaders in the higher education
- will analyse some behavioural characteristics of women leaders in higher education.

Training quality and impact
Trainees shall fill out a feedback form upon completion of the training to assess the quality of the provided training and the results achieved.