



ORGANISATIONAL BEHAVIOUR

Course Calendar

Period 3 (January-February 2020)	Campus	Credit
Embracing Complex Change (ECC)	SGP	1
Composing a Life in a Global Context		
Negotiations	FBL & SGP	1
Period 4 (March-April 2020)	Campus	Credit
Negotiations	FBL	1
Psychological Issues in Management	FBL & SGP	1
Talk Lean: Interacting with others with simplicity and authenticity for greater productivity	FBL	0.5
Leadership Communication Development Workshop	FBL & SGP	0.5
Period 5 (May-June 2020)	Campus	Credit
Leadership Communication Development Workshop	FBL & SGP	0.5
Strategic Communication & Leadership	FBL & SGP	0.5
Power & Politics	FBL & SGP	1
Psychological Issues in Management	FBL	1



EMBRACING COMPLEX CHANGE (ECC)

Composing a Life in a Global Context

Introduction

Campus	Period	Credit
Singapore	P3 January-February 2020	1

Course overview

ECC is designed to provide skills for understanding and articulating your personal journey of development, and then preparing the next steps of career and personal change. Change is threaded through the lives of Insead students that have often lived and worked in multiple cultures. Understanding your own experience of both change and transition contributes to a better perspective on managing change in the future. Writing and enhancing the analysis of your personal narrative and active participation in a coaching and change project are building blocks of this elective.

Frameworks and class exercises designed to encourage shared dialogue and enhance your personal and interpersonal skill set will be used throughout the course. These offer the possibility to deepen your understanding of yourself, others and relationships.

Class size is limited to a maximum of 30 participants in order to allow in-depth reflection, discussion, feedback and learning. Past participants report that both the personal understanding, learning about difference and the relationships built in the course are often the most enduring from their INSEAD experience.

My previous book, *Global Cosmopolitans, The Creative Edge of Difference*, and my most recent book, *The Global Cosmopolitan Mindset*, provide a basis for understanding the impact of global experiences on identity development and how developmental experiences can contribute to key attitudes and skills for composing a life and leading change in global organizations. Should they choose to, participants can take their PLDP PPIN as a 'first draft' and develop and deepen it further based on insights gained and specific reflective questions aimed to uncover meaningful connections between past experience and who they are today.

Course Content

Participants write a personal story: a critical review of personal experiences, decisions and transitions that have had an impact on the shape of their lives. Questions will be raised about the impact of culture, family and relationships on the development of that story.

A combination of a narrative and an analytical approach to understanding development and change over time will be used to help participants clarify the challenges and sources of meaning that define who they are and the possible implications for the next phases of their lives and careers. Communicating your story and learning from the stories that others have to tell is an essential aspect of ECC.

Participants work on personal change and coaching projects as part of a focus on creating change in one's life, facilitating change in others and managing complex change in organizations.



NEGOTIATIONS: NEGOTIATION DYNAMICS

Introduction

Campus	Period	Credit
Fontainebleau & Singapore	P3 January-February 2020	1
Fontainebleau	P4 March-April 2020	1

Course overview

We negotiate every day -- with potential employers, coworkers, clients, suppliers, significant others, parents, roommates, landlords, service providers, etc. Determining what price we will pay, the amount of our salary and compensation, what movie to watch, who will clean the kitchen ... all of these are negotiations. Although negotiations are a ubiquitous part of our everyday lives, many of us know little about the strategy and psychology of effective negotiations. Why do we sometimes get our way, while other times we walk away feeling frustrated by our inability to achieve the agreement we desire?

Negotiation is the art and science of securing agreements between two or more parties who are interdependent and who are seeking to maximize their outcomes. This course is designed to address a broad spectrum of problems that are faced by the manager and the professional in negotiations. It will highlight the components of an effective negotiation and teach you to analyze your own behavior in negotiations.

The course will be largely experiential, providing you with the opportunity to develop your skills by participating in negotiations and integrating your experiences with the principles presented in the assigned readings and course discussions. Each exercise has been chosen to highlight the central concepts that underlie negotiation strategy. They will provide you with an opportunity to attempt strategies and tactics in a low-risk environment, and to learn about yourself and how you respond in specific negotiation situations. The course is sequenced so that cumulative knowledge can be applied and practiced.

A basic premise of this course is that while a manager needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed for these solutions to be accepted and implemented. Successful completion of this course will enable you to recognize, understand, and analyze essential concepts and processes of negotiation as they are practiced in a variety of settings.



PSYCHOLOGICAL ISSUES IN MANAGEMENT

Introduction

Campus	Period	Credit
Fontainebleau & Singapore	P4 March-April 2020	1
Fontainebleau	P5 May-June 2020	1

Course overview

This elective is about personal development and resiliency. There is a wealth of knowledge about what leads some adults to continue developing and growing throughout their lives and careers relative to others who may experience stagnation or worse. The course is based on classic and current research in the fields of Social Psychology and Organizational Behavior, filtered through my professional experience, to help set you on a path for continued personal development and resiliency in the face of personal and professional challenges. Although technical competency in your field is obviously important, as managers and leaders, your ability to handle yourself and your interactions, both one-on-one and in small groups, will become even more important. Some of the research on how you can set yourself on a course for continued development is intuitive and some is not, but there is strong evidence that everything we cover in the course works. Thus, this course emphasizes how you can apply what is known about personal development and resiliency to your own life going forward. Everything we do ourselves in the course can eventually be applied to helping others develop, but in this course we start with ourselves.

Course Objectives and Overview

The course is designed to provide you with concepts and competencies to help you develop throughout your career. The concepts will include both time-tested ideas and very recent findings, putting you at the cutting edge of management thinking. But learning the lessons intellectually is the easy part. You will also have the chance to experiment with and practice these techniques. Through class exercises and interactive assignments, you will have the opportunity to turn the concepts into competencies.



Talk Lean: Interacting with others with simplicity and authenticity for greater productivity

Introduction

Campus	Period	Credit
Fontainebleau	P4 March-April 2020	0,5

Course Objectives and Overview

An MBA will equip you with a broad array of knowledge and expertise in areas both general and specialised. But your future success will depend not just on your ability to retain and apply what you've learned, but rather on your capacity to deploy it effectively in team-based environments. On the extent to which you're able to get others to listen to you, to bring people – inside and outside the company, up, down and across the hierarchy - around to share your point of view. On your ability to inspire trust and respect; to get things done quickly and efficiently; to sell your ideas, your recommendations, your proposals.

On this course you will learn simple but powerful verbal principles and frameworks (known collectively as “The Interactifs Discipline”) for dealing with others in ways which are both effective and attractive. Ways which will allow you to be always clear, open and direct but without ever being abrupt, brutal or offensive. Ways which will generate confidence, trust and esteem; and enable you to broach difficult subjects immediately and constructively. Ways which will help you to avoid the twin pitfalls of perceived arrogance or subservience - and allow you instead to speak as a respected and respectful equal to all of your interlocutors, from the humblest member of your staff to your most important client's CEO.

The course is based on many years of empirical observation and rigorous analysis of effective verbal behaviours in meetings and conversations. It will be light on theory, heavy on practice. You will learn the principles and hone your ability to apply them via practical exercises based both on a fictional general management business case and on your own real-life examples of challenging meetings you've either faced in the past or apprehend in the future.

Each participating student will also have two individual one-hour telephone calls in the weeks following the course as an opportunity for further practice on a real-life situation of their choice (a job interview for example) – and in a language of their choice. They will also have access to a selection of digital learning tools.



LEADERSHIP COMMUNICATION DEVELOPMENT WORKSHOP

Introduction

Campus	Period	Credit
Fontainebleau & Singapore	P4 March-April 2020 P5 May-June 2020	0,5

Course Overview

Successful leaders are highly effective communicators. Communication capability and approach affect the “perception” and “reality” of business, professional and leadership performance. Indeed, a CEO might equally be called the chief “explanation, engagement or enlightenment” officer.

This two day course further explores the relationship between effective leadership and effective communication introduced in the Foundations of Leadership Communication course in P2. It is one of the options to fulfil the requirements of the “Communication Development Track” studies in the MBA.

As people expand their career responsibilities, they deal with increasingly complex issues, audiences and situations – from job interviews to shareholder meetings; from performance conversations to client presentations; from team discussions to media appearances.

Leaders need to communicate at interpersonal and public levels – especially through speaking, listening, interacting, and behaviours. To be effective communicators, leaders are aware of themselves, others and the context in which they communicate. They know what medium to use, and how to use it. They develop and deliver relevant, memorable and clear messages that resonate with audiences. They display visible presence. They convert nervous energy into performance energy. They demonstrate a deep desire and ability to listen. Their personal communication approach is central to their leadership “brand” and values.

Course Format

This two day course is an integrated and linked set of exercises for developing effective communication directly relevant to future business career and leadership development.



STRATEGIC COMMUNICATION AND LEADERSHIP

Introduction

Campus	Period	Credit
Fontainebleau & Singapore	P5 May-June 2020	0,5

Course Overview

In the MBA Communication Development Track (CDT) there are a number of options available for courses. One of these is “Strategic Communication and Leadership”. This one is designed to build on your “Leadership Communication Foundations” course from P2. It is specifically targeted to those students whose careers require higher levels of leadership communication proficiency immediately, and those for whom strategic communication is highly relevant such as corporate communications or spokespeople. It is also relevant for those wishing to pursue C-suite executive leadership roles.

This course explores the relationship between effective strategic leadership and effective strategic communication. It includes topics such as: crisis and change communication, advanced messaging techniques, leadership presence coaching, audience targeting and framing, and utilization of different tactical communication formats/media to meet the communication strategy needs. As well, we explore the principles of “insightful awareness” to enact strategic leadership in organizations and teams.

Course Format

This course is a two-day integrated course with linkages across all sessions. There are a combination of lectures, workshop and experiential sessions including video-based feedback



POWER AND POLITICS

Introduction

Campus	Period	Credit
Fontainebleau & Singapore	P5 May-June 2020	1

Power is one of the most fundamental concepts in the social sciences. Throughout history, people have been fascinated by power. From philosophers, to politicians, to even comic book writers, people have observed that regardless of whether you have a desire or disdain for it, power plays a pivotal role in societies and organizations. The purpose of this course is to help you (i) understand, (ii) analyze, and (iii) harness power. The psychology of power is intricate. Both anecdotal evidence and decades of research have shown that power can dramatically impact the way we think, feel and behave—in ways we do not expect. This course will illuminate the intrapersonal, psychophysiological, and interpersonal effects of power. Through understanding the psychology of power, you will learn practical and useful political skills that will help you navigate and manage power dynamics in organizations. These skills will allow you to lead effectively regardless of where you are in your career trajectory.

Course Objectives

This course includes conceptual models, tactical approaches, and simulation exercises to help you understand political dynamics as they unfold around you. By focusing on specific expressions of power and influence, this course provides you with the opportunity to observe effective and ineffective uses of power in different organizational contexts and career stages. It will also introduce difficult ethical questions associated with the use of power and influence. By design, this course will challenge you to define for yourself what will constitute the ethical exercise of power and influence in your life. The objectives of the course are to help you:

1. Develop a conceptual framework for understanding power and influence. You should be able to understand the psychology of power and begin to appreciate how essential they are for your own career.
2. Practice diagnostic skills that will enable you to map out the political landscape, understand others' perspectives and power bases, and learn to predict and influence their actions. You will learn how to identify critical sources of political conflict, and how to use tools to assuage conflict or harness it to produce constructive outcomes.
3. Analyze your own power bases and influence style and consider strategies for expanding them. This will allow you to build a repertoire of influence tactics that will enable you to lead effectively in a variety of contexts and situations.