

## I.- IDENTIFICATION

Course Name	: <b>Leadership Challenges in Latin America</b>
Code	: EAM-429
Credits	: 5 cr.
Type	: Elective
Requisites	: Global Network for Advanced Management MBA standing, MBA-UC



## II.- DESCRIPTION

One of the most important competences and skills that an MBA graduate is expected to have, are leadership skills. Leadership has many challenges. This intensive course presents different approaches to face those challenges, through theoretical models and applied workshops and cases, within the context of Latin America and Chile.

## III.- OBJECTIVES

At the end of this intensive course, the participant will:

1. Identify several challenges that executives must face in their leadership position.
2. Evaluate the role of culture on the development of leadership skills.
3. Analyze the role of decision making and technology in leadership positions
4. Analyze different leadership styles and their implications

## IV.- EVALUATION

Group Cases (3)	60%
Individual Test	40%

## V.- EXPECTED BEHAVIOR

It is expected from students:

- a genuine commitment for learning and sharing knowledge and cultural factors with their classmates.
- an ethical behavior in all evaluations and class activities

The student honor code at PUC de Chile is included:

***“Academic integrity is fundamental to the personal development of the current student and future alumni. Integrity is based on five values: honesty, trust, respect, responsibility, and impartiality. In order to get the most of this course, both students and professor must work together to create a learning environment to promote these values. Actions that go against these values are incompatible with the objectives of this course and those***

***of the University, and will not be tolerated. Each student is expected to promote the spirit of academic integrity among his/her classmates.”***

## VI.- METHODOLOGY:

A combination of case discussions, lectures by different professors and group activities, will be the core methodology of this course. Also visits to meet company executives will be included.

Course Coordinator: Prof. Andrés Ibáñez, Assoc. Dean for International Affairs (aibanez@uc.cl)

### PUC Faculty:

Nureya Abarca, Psychologist U of Chile, PhD UC San Diego, Director of “Work-Family Program”

Juan Eduardo Cortes, Psychologist PUC Chile, MA. U. of Maryland, certifications on Leadership with Cornell Univ & IMD.

Raicho Bojilov, PhD Economics, Columbia

Matko Koljatic, Commercial Engineer PUC Chile, Postgraduate Stanford University, Board Member of several companies

Hector Madrid, Psychologist PUC Chile and PhD Sheffield, UK

Andrés Raineri, Psychologist PUC Chile and PhD SUNY, USA

Rodrigo Jordán, Engineer PUC Chile, PhD Innovation Oxford, Mountaineer and leader of expeditions to Everest, K2 and other expeditions around the world. Visiting professor of leadership at Wharton Business School.

### Special Guests:

Laurence Golborne, Civil Engineer PUC Chile. Has been CEO of CENCOSUD Retail Group and Minister of Mining, this latter position in which he led the miners’ rescue.

Luis Cubillos, Commercial Engineer PUC Chile, MBA Harvard, CEO of Egon Zender Chile

## VII.- STRUCTURE

## CLASS

	Monday 15th	Tuesday 16th/ Room 81	Wednesday 17th/ Aula Magna	Thursday 18th/ Room 81	Friday 19th/ Room 81
08:30-09:00		Welcome Coffee	Welcome Coffee	Welcome Coffee	Welcome Coffee
9:00-10:30	One day tour DEPARTURE 08:30 am	Emotional Intelligence & Leadership Nureya Abarca	Leadership practices in Latin America Juan Eduardo Cortes	Caso SC Johnson Chile Andrés Raineri	The "33 Miners Rescue": Leadership lessons Lawrence Golborne
10:30-11:00		Break	Break	Break	Break
11:00-12:30	Isla Negra- Pomaire	Emotional Intelligence & Leadership Nureya Abarca	Technology and Human resources challenges Raicho Bojilov	Caso SC Johnson Chile Andrés Raineri	The "33 Miners Rescue": Leadership lessons Matko Koljatic
12:30-13:30	LUNCH	12:30-13:30 Group Work	12:30-13:30 Group Work	12:30-13:30 Group Work	Final Evaluation (12:45-13:15)
13:30		Bag Lunch	Bag Lunch	Bag Lunch	Farewell Ceremony and Cocktail/ R32
14:30-15:30	Back to MBA building 18:00	14:30 Emotional Regulation & Leadership Hector Madrid	TBC	Leadership Rodrigo Jordan 14:00 - 15:00	
15:00 - 17:30				Company visit	
18:00		18:00:00 Luis Cubillos (Mba Harvard) CEO Egon Zender		E2E/ SKY AIRLINES	

## **VIII.- Specific Content**

### **Tuesday 16th. Morning, Professor Nureya Abarca**

- Leadership models: Trait, contingency and behavioral theories
- The concept of emotional intelligence
- EI and Leadership styles
- Women and Leadership styles

#### Readings:

Humphrey, Ronald H. "The many faces of emotional leadership", The Leadership Quarterly 13 (2002) 493–504  
Hewlett, Sylvia & Ripa Rashid, "Leading across cultures is more complicated for women", HBR (Dec 2015).

### **Tuesday 16<sup>th</sup>. 14:30 Professor Hector Madrid**

- Emotional regulation and leadership

#### Readings:

- Neal M. Ashkanasy & Ronald H. Humphrey, "Current Emotion Research in Organizational Behavior", Emotion Review Vol. 3, No. 2
- Madrid, Hector et al, "Leader Affective Presence and Innovation in Teams", Journal of Applied Psychology, (2016), p.1-11

### **Wednesday 17th. 09:00 Juan Eduardo Cortes**

- Leadership styles in Latin American executives
- Comparative studio of three LA countries

#### Readings:

- To be informed

### **Wednesday 17<sup>th</sup>.11:00 Professor Raicho Bojilov**

- Technological Challenges in Human Resources Management

#### Readings:

- To be informed

### **Thursday 18th. Professor Andres Raineri**

- Change Management and leadership roles
- Strategy and change management
- Discussion of SC Johnson Chile Case

Readings:

-Raineri, Andres, "Change management practices: Impact on perceived change results", Journal of Business Research 64 (2011) 26

**Friday 21st Professor Matko Koljatic.**

-Leadership challenges

-Meaning, purpose and inspirational motivation

-Leadership under pressure

-The 33 Miners rescue lessons

Invited Lecturer: Former Ministry of Mining, **Mr. Laurence Golborne**, leader of the Miners rescue and former presidential candidate and former CEO of Cencosud, retail holding.

Readings:

-Jordan, R, Koljatic, M & Useem, M. Leading the Rescue of the Miners in Chile, Wharton & PUC Chile Case Collection, 2011.

-Jordan, R, Koljatic, M & Useem, M. "How to Lead During a Crisis: Lessons from the Rescue of the Chilean Miners, MIT Sloan Management Review, Fall 2011, Vol. 53, N°1. 49-55