



MGT 4010: Dimensions of Leadership and Management

CREDITS: 3 Units

COURSE DESCRIPTION

Multidisciplinary perspectives on the role of leadership and management in society; review of the differences and similarities between leadership and managerial mindsets and behaviour; the theoretical and applied aspects of leadership and management in social, cultural, and organizational contexts; the motivation of the people and the role leaders and managers play in creating quality of work life and enhanced productivity.

LINK TO UNIVERSITY MISSION OUTCOMES

This course is expected to equip the students in developing advanced skills in higher order thinking, global understanding, and cross-cultural understanding as they train to become global managers. The course helps them to be future leaders and hence serve the global community using the knowledge they have acquired.

LINK TO SCHOOL OF BUSINESS OUTCOMES

The course is designed to equip the students with verbal and written communication skills. It also helps the participants gain and contribute positively to the society in which they live and work. The students are also expected to demonstrate leadership skills and operate in a culturally diverse society ethically without offending other members of the society.

LINK TO PROGRAM OUTCOMES

- This course will enhance student's capabilities to analyze and use information learned in making managerial decisions in an international business environment
- It will also enable students to identify opportunities and interpret business needs in a cross-cultural environment and the accompanying engagements
- The students will demonstrate written and communication skills concerning international managerial issues.

COURSE OBJECTIVES

- To study the relationship between leadership and management in cultural, social and organizational contexts.
- To examine the impact of effective leadership and management behaviour of employees.
- To find out how managers can motivate workers through proper leadership.
- To practically look for ways of enhancing work quality and increase job productivity.

COURSE CONTENT

LEADERSHIP AND MANAGEMENT

Objectives:

By the end the students should be able to:

- a) Understand the various categories of leadership.
- b) Explicitly outline the differences between the related concepts of Leadership and Management.

Discussion Topics

- Introduction and overview
- Definitions of leadership and related concepts (positive perspective)
- Meaning of Leadership
- Managership
- Is leading an Art or a Science? (The source of knowledge)

POWER, INFLUENCE AND POLITICS IN LEADERSHIP

Objectives:

By the end of this period students should be able to:

- a) Track the positive meaning of leadership to its source.
- b) Understand the concept of Leadership and Management from the normative perspective.
- c) Outline the contributions of different scholars to these three concepts.

Discussion Topics

- Normative approach/perspective to Leadership
- Power and Leadership – sources of power
- Perception of power

(Bonus Topic: Leadership and Conflict Resolution)

CONTINGENCY LEADERSHIP THEORIES

Objectives:

By the end of this topic the students should be able to:

- a) Have a good grasp of the different leadership theories
- b) Identify and discuss major variables in contingency leadership theories
- c) Discuss the vitality of each style

Topics

- Leadership theories
- Contingency leadership theories
- Trait Theory
- Behavioural Theory
- Situational/Contingency Theory

(Bonus Topic: Leadership vs. retaining your Top performers)

CONTEMPORARY THEORIES - Charismatic and Transformational Leadership

Objectives:

By the end of the week the students should be able to:

- a) Achieve a comprehensive understanding of the meaning and types of charismatic leadership.
- b) Describe many of the traits and behaviors of charismatic leaders.
- c) Explain the visionary component and communication style of charismatic leadership.
- d) Achieve a comprehensive understanding of the meaning of transformational leadership.
- e) Appreciate the four components of transformational leadership

Discussion Topics

- Charismatic leadership
- Transformational leadership

LEADERSHIP AND MOTIVATION

Objectives:

By the end of the week the students should be able to:

- a) Understand different types of leadership styles
- b) Discuss the vitality of each style
- c) Be able to show the situations under which style is functional or applicable
- d) Examine process motivation theories
- e) Discuss content motivation theories
- f) Explore reinforcement theories
- g) Discuss leadership role in motivation and empowerment

Discussion Topics

- Leadership styles
- The nature of and importance of motivation
- Process motivation theories
- Content motivation theories
- Reinforcement theories
- Motivation and empowerment

TRAITS, MOTIVES, & CHARACTERISTICS OF LEADERS

Objectives:

By the end of this period students should be able to:

- a) Understand the different types of characteristics for leaders.
- b) Discuss how these characteristics influence subordinates.
- c) Describe the nature of and importance of motivation
- d) Identify general and task-related traits that contribute to leadership effectiveness.

- e) Identify key motives that contribute to leadership effectiveness.
- f) Describe cognitive factors associated with leadership effectiveness.
- g) Describe the heredity versus environment issue in relation to leadership effectiveness.

Discussion Topics

- Personal characteristics of leaders
- Personality traits
- Leadership motives
- Heredity and environment issues in relation to leadership effectiveness

MID SEMESTER EXAMINATION

MISSION AND VISION

Objectives:

By the end of the week the students should be able to:

- a) Understand the difference between Mission and Vision
- b) Analyze the vitality of vision in relation to organizational success

Discussion Topics

- Mission
- Vision
- Values
- The role of vision in effective leadership

ORGANIZATIONAL CULTURE AND CHANGE

Objectives:

By the end of the week the students should be able to:

- a) Describe the importance of organizational culture.
- b) Discuss the characteristics of contemporary change
- c) Present two models of the change process in organizations.
- d) Describe why people resist change and how to manage such resistance.
- e) Describe several strategies for bringing about organizational change.
- f) Develop useful insights into managing change in your job and career.

Discussion Topics

- Modern Managerial Perspective
- Organizational culture
- Change; management, resistance and models
- Taxonomy of change

(Bonus Topic: The Global Leader of the Future)

TOTAL QUALITY MANAGEMENT

Objectives:

By the end of this period the students should be able to:

- a) Understand the relevance of leadership to TQM
- b) Discuss the vitality of TQM to modern organizations

- c) Have a clear perception of where the leadership elements fits in the total management paradigm

Topic

- Applied Leadership and Management in Various Settings
- TQM: models, principles and approaches

SUBMIT TERM PAPER

WOMEN IN MANAGEMENT AND LEADERSHIP Objectives:

- a) Understand the steps taken by women to grow to leadership positions
- b) Discuss the bottlenecks faced by women
- c) Understand the steps taken by women to grow to leadership positions
- d) Discuss the bottlenecks faced by women
- e)

Discussion Topics

- Applied Leadership and Management in Various Settings
- The glass ceiling
- Case studies of Women representation in leadership

GROUP PRESENTATIONS
GROUP PRESENTATIONS
END SEMESTER EXAMINATION

TEACHING METHODOLOGY

Lectures, discussions, readings, case analysis, active participation, class presentations.

KEY ACADEMIC POLICIES

- Regular class attendance is required
- All assignments should be submitted on time
- Make up exams will not be given for missed exams
- Students are expected to abide by all the academic codes of conduct and ethics as provided in the Students Handbook.

COURSE TEXT

DuBrin, A.J. (2007). *Leadership: Research findings, Practice and Skills* 5th edition USA
Houghton Mifflin Company

READINGS

Aldag, Ramon J. and Sterns, Timothy M., *Management* (Cincinnati Ohio: South Western Publishing Co, 1987)

Bennis, Warren. *On Becoming a Leader* (Massachusetts: Addison-Wesley, 1989)

Block Peter. *The Empowered Manager* (San Francisco: Jossey Bass, Inc. 1987)

Bradford, David L. and Cohen, Allan R. *Managing for Excellence* (New York: John Willey & Sons, 1984)

Donnelly, James H., Jr., et al., *Fundamentals of Management* 6th Ed. (Homewood, Illinois: BPI Irwin, 1987)

Kotter, John P. *A Force for Change* (New York: The Free Press 1990)

Senge, Peter, *The Fifth Discipline* (New York: Doubleday & Co., 1990)

COURSE ASSESSMENT

• Attendance and participation	10%
• Group work	10%
• Quizzes	10%
• Term paper	20%
• Mid Semester	20%
• Final Examination	30%
Total	100%

Exam guidelines

GRADING

90 – 100	A
87 – 89	A-
83 – 86	B+
80 – 83	B
77 – 79	B-
74 – 76	C+
70 – 73	C
67 – 69	C-
64 – 66	D+
62 – 63	D
60 – 61	D-
Below 59	F