

Al DAR UNIVERSITY COLLEGE

SCHOOL OF BUSINESS ADMINISTRATION

BACHELOR OF BUSINESS ADMINISTRATION

COURSE SYLLABUS Fall 2015

MGMT 403 Leadership

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| Instructor: | Full Name: Dr. Meraj Naem  E-mail: [meraj@aduc.ac.ae](mailto:meraj@aduc.ac.ae)  Room: 9  Floor: 2  Tel.: +971-42826880 Ext: 305 |
| Prerequisite: |  |
| Credit Hours: | 3 |
| Course Description  Course Learning Outcomes: | Leadership is the ability to influence a group of people towards a goal. In this course students will increase their own leadership capacities through feedback, reflection and practice. This course develops understanding and insight into the role of leadership in a business organization. Important areas include leadership theory, self-awareness, leadership strategies, incentives, innovation, change management, team management&importance of ethical considerations for being a successful leader, by the end of the course students will have an understanding of their personal leadership strengths and weaknesses, their ability to motivate others, and their capacity for change. These insights will prepare students to successfully lead organizations in a dynamic and diverse global environment.   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | Upon completion of this course, the student should be able to | PLO’s | Q1&2 | Mid Term | Case Study | Final Exam | | CLO1. Demonstrate an understanding the role of leadership in the modern business context. | 1 | X |  |  | X | | CLO2. Apply leadership styles that effectively drive and support change | 3 | X | X |  | X | | CLO3.Analyse and formulate effective strategies in coordination with team and decision groups. | 5 | X | X | X | X | | CLO4. Evaluate the complex organizational conflicts and issues in the light of ethical and authentic leadership qualities | 7 |  | X | X | X | | CLO5. Plan training programs for the development of leadership skills of subordinates | 9 |  |  | X | X | |
| Text(s):  Recommended Readings:  Grading Scale:  Grading Assessment:  Teaching Methods: | Yukl, G. A. (2013). *Leadership in Organizationa.* New York: Prentice Hall ISBN-13: 978-0-13277-186-3.  Gino, J. B. (2015, May 1). Leaders as Decision Artchitects. *Harvard Business Review*, *93*(5), 51-62. Retrieved July 8, 2015, from <http://web.b.ebscohost.com>.  Lyons, C. D.-W. (2013). *Leadership Practices for Special and Central Educators.* New Jersey: Pearson ISBN 13: 978-0-13-299632-7.  Maurer, R. (2014). The Influence of Senior Leaders in Successful Change. *Journal of Quality & Participation*, *37*(2), 4-9. Retrieved July 9, 2015, from http://web.b.ebscohost.com  Newman, A. Z. (2013). Transformational Leadership and Job Involvement in the Middle East: The Moderating Role of Individually Held Cultural Values. *International Joiurnal of Human Resource Management*, *24*(6), 1077-1095. Retrieved July 9, 2015, from http://web.b.ebscohost.com  Voet, B. S. (2014). The Management of Change in Public Organizations: A Litrature Review. *Public Admisnitration*, *92*(1), 1-20. Retrieved July 9, 2015, from  http://web.b.ebscohost.com   |  |  |  |  | | --- | --- | --- | --- | | Grade | Points | Marks | Description | | A | 4.0 | 90 – 100 | Outstanding | | B+ | 3.5 | 85 – 89 | Excellent | | B | 3.0 | 80 – 84 | Very Good | | C+ | 2.5 | 75 – 79 | Good | | C | 2.0 | 70 – 74 | Average | | D+ | 1.5 | 65 – 69 | Poor | | D | 1.0 | 60 – 64 | Very Poor | | F | 0 | < 60 | Fail | | I | - |  | Incomplete |  |  |  |  |  | | --- | --- | --- | --- | | Assessment | Value | Assessment | Value | | Quiz 1&Q2 | 20 | Midterm Examination | 20 | | Case Study | 20 | Final Examination | 40 | | Total | | | 100% |   Classroom teaching sessions with the help of multimedia resources. The minimum duration of a session is 1hr. conducted as per the SBA time table. The session is an interaction between the instructor and the student, focusing on the understanding of theories, concepts and tools application, inferring from the examples, screening related videos and referring to the additional material in the form of Journals, Online resources and other library resources available.  Case studies are discussed as per the topic of discussion. Generally, the case discussed is related to the same areas or topics covered in the previous week and sometimes simultaneously to provide an in depth knowledge and understanding of the topic.  ASSESSMENT SCHEDULE   |  |  |  | | --- | --- | --- | | Continuous Assessment | Week | Remarks | | First Quiz | Week three | Chapt1,2&3 Introduction and Overview Managerial Roles & Decision& Leadership Behaviors CLO1,2&3 | | Second Quiz | Week six | Chap 4,5&6 Change leadership, Embowering leadership& Traits and Skills of leaders CLO1,2&3 | | Midterm | Week eight | Chapt,1,2,3,4,5,6,8 Introduction and Overview Managerial Roles, Decision& Leadership Behaviors, Change leadership, Embowering leadership, Traits and Skills of leaders& Power and influence in Leadership  CLO 2,3&4 | | Two Case Study | Week seven& eleven | 1. Consolidated product pp 4410-412 2. Mercurial Mohammad pp 420-421   CLO 3,4&5 | | Final Exam | Week Sixteen or sixteen | All Chapters covered by semester  CLO 1,2,3,4&5 | |
| Course Content: | |  |  |  | | --- | --- | --- | | Week | Content | CLO | | 1 | Introduction and Overview   * Definition of leadership * Controversies about differences of leadership and management * Indicators of leadership effectiveness * Level of conceptualization for leadership theories | 1 | | 2 & 3 | Managerial Roles & Decision   * Typical activity patterns in managerial work * Demands, constraints, and choices * Managerial Roles * Changes in the nature of managerial work | 2 | | 4 | Leadership Behaviors   * Ways for describing leadership behavior * Experiments on task and relations behavior * Major types of   leadership   * The High-High leader * Leadership behavior taxonomies * Supportive leadership | 3 | | 6 | Change leadership   * Types of change processes in organizations * Reason of accepting or rejecting change | 3 | | 7 | Embowering leadership   * Nature off participative leadership * Guideline for delegation * How power is acquired or lost | 2 |  | | 8 | Traits and Skills of leaders   * Introduction to the traits and skills * Skills and effective leadership * Managerial competencies | 2 | | 9 | Power and influence in Leadership   * Power and influence concepts * Power sources * Consequences of power | 3 | | 10 | Teams Leadership   * The nature of teams * Determinants of team performance * Leadership in types of teams | 4 | | 11 | Strategic Leadership   * Determinates of organizational performance * Conditions affecting the need for strategic leadership | 5 | | 12 & 13 | Ethical Leadership   * Conceptions of ethical leadership * Dilemmas in assessing ethical leadership * Determinants and consequences of ethical leadership | 4 | | 14 | Leadership Development   * Leadership training programs * Designing effective training * Special techniques for leadership training   Learning from experience | 5 | | 15 | Revision |  | | 16 | Final Examination |  | |
| Incomplete Work Policy:  Academic Integrity Policy: | Grade I is allocated to students who fail to complete a specific component of a course work. The concerned instructor may authorize the student to complete the additional course work in the course of the next Semester. A grade I cannot be extended beyond one Semester and if not converted, will be automatically replaced by an F (Fail) grade.  Students are expected to respect the College code of Academic honesty and conduct themselves according to these standards. Academic dishonesty is a serious offense and may take various forms.  ADUC secures an educational culture characterized by social integration, intellectual and personal honesty, ethical behaviour and abide by UAE Copyright Laws and Regulations.  Students who violate academic integrity standards will be subject to disciplinary measures, according to established penalties as stated in the Student Academic Integrity Policy.  (Please refer to the student handbook for more details on the Academic Integrity policy and procedures). |
| Attendance Policy: | Students are expected to attend all classes and be punctual.  Throughout the Program regular attendance and participation in classroom activities are compulsory. Attendance will be monitored by the Instructor at the beginning of each session. Students unable to attend classes for a certain period of time for medical or any other “force majeure” reasons have to produce proper supporting documents and submit a written request to the concerned Department Chair for approval.  Students absent from class without prior approval of the Department Chair will be issued a first Warning after 10% of absenteeism and a second Warning at 20%.  Absenteeism of more than 25% in any course will result in the dropping of the course.  Warning Schedule  1st Warning 10% absence=4.5 Hrs.  2nd Warning 20% absence = 9 Hrs.  3rd Drop 25% absence=11.25 Hrs. |
| Learning Outcomes matrix   |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | |  |  | QUIZ-1 | QUIZ-2 | Midterm | Case Study | FINAL EXAM |  | | LO1 | Knowledge | 4 | 6 |  |  | 8 | 18% | | LO2 | Application | 4 | 2 | 4 |  | 8 | 18% | | LO3 | Analysis | 2 | 2 | 6 | 5 | 6 | 21% | | LO4 | Planning |  |  | 10 | 5 | 6 | 21% | | LO5 | Evaluate |  |  |  | 10 | 12 | 22% | | Assessment Tools Total weight | | 10 | 10 | 20 | 20 | 40 | 100% | | | |