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## ORGANIZATIONAL LEADERSHIP

**Instructors:** Dr. Marjan Bojadjiev, Dr. Ana Tomovska & Makedonka Dimitrova, MPPM

**Course number:** DBA 7110

**Type of course:** Concentration

**Semester:** Spring 2017

**Level of course:** 7

**Credits:** 10 ECTS

**Learning hours:** 250

**Prerequisite:** General Management, Organizational behavior

**Schedule hours:** Specified in particular class sessions, March-June 2017

**Room:** TBD

**Meeting hours:** by appointment

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### **Course description**

The goal of this course is to understand the leadership paradigm and theoretical grounds, the elements of the leadership process in order to shape leadership research towards improvements in organizational performance. We will start with the definition of leadership and its significance in the area of organizational sciences given the different global and cultural contexts. Then we will focus on the defining the theoretical frameworks for leadership relative to personality traits, behavior, motivation, leadership styles, communication, coaching as well as the leader-follower relations.

We will also focus on change management and entrepreneurial organisation as the define today's' leaders.

### **Required texts**

- LUSSIER, R. N. & ACHUA, C. F. (2007) *Effective leadership*, Mason, Thomson South-Western.
- NAHAVANDI, A. (2009) *The art and science of leadership*, Upper Saddle River, N.J., Pearson/Prentice Hall.
- COGNER, J. and BENJAMIN, B. (1999) *Building Leaders*, 1<sup>st</sup> ed. San Francisco, Calif.: Jossey-Bass.

### **Supplementary reading**

- Tzu, S., Evans, M. and Giles, L. (2017) *The Art of War*, 1st ed. Laguna Hills: Race Point Publishing.
- The HBR 10 must reads collection on Leadership. (2013). 1st ed. Boston, Massachusetts: Harvard Business Review Press
- Kouzes, J., & Posner, B. (2012) Leadership Challenge, (cover story), *Leadership Excellence Essentials*, 29, 8, pp. 3-4, Business Source Complete, EBSCOhost.

### **Supplementary readings for students without Business degree**

- NEWTON, P. (2016) *Leadership Models: Leadership Skills*, 1<sup>st</sup> ed. Paul Newton & Bookboon.com

### **Learning outcomes**

By the end of this course, students should be able to:

- Define Leadership in organization context
- Differentiate between different theoretical approaches in Organizational Leadership
- Apply the theoretical concept to practical issues in leading and managing organizations
- Construct and develop theoretical foundations for specific research problems
- Construct a research paper outline and deliver research

### Course delivery

The course will be delivered through a combination of lectures, practice activities, pair and group work activities, case studies, class discussions, individual or group presentations, supervised and independent research. Students are expected to be independent learners, participate actively in the learning process, and show a reasonable level of interest and enthusiasm about the course. Consequently, **students are expected to read the assigned texts prior to class discussion. NO CLASS POINTS WILL BE AWARDED UNLESS THIS PRECONDITION IS MET.** All assignments including homework should be completed by agreed deadlines and failing to meet the deadline will result in a grade F (Failure) for those particular assignments.

### Examination structure and assessment

There will be no exam in the standard sense. Students' performance will be assessed in accordance to the subject learning outcomes through class participation activities, homework and a project. The project will be assessed according to specific criteria described in the task description. Students are encouraged to use the EBSCO database when preparing their homework and class project.

#### Grading criteria

Grading points	%	Quality
A	96-100	4.00
A-	90-95	3.67
B+	87-89	3.33
B	83-86	3.00
B-	80-82	2.67
C+	77-79	2.33
C	73-76	2.00
C-	70-72	1.67
D+	67-69	1.33
D	63-66	1.00
D-	60-62	0.67
F	0 -59	0.00

Course Grading Structure	in %
Attendance & Class Participation	20%
Assignment 1: Case analysis "Taran Swan at Nickelodeon" – Personality	10%
Assignment 2: Article Review	10%
Assignment 3: Article Review	10%
Individual Project: "Literature Review on selected topic"	20%
Individual Project "Leadership in action" Students may choose one of the selected topics agreed with instructors IBNLT "Entrepreneurial leader", " The role of personality", "Leadership succession", "The impact of environment" or other topics agreed with the instructor.	30%

### Notional learning time required:

Notional Learning Hours	Hours
Class lectures	20
Student Presentations	5
Assignment/project completion	100
Study time including exam & reading preparation	125
<b>Total learning hours</b>	<b>250</b>

**Course outline personality**

	<b>Topics</b>	<b>Book, Chapter, Paper, Video</b>	<b>Instructor</b>
<b>Session I Leadership and Culture - General considerations</b>			
Day 1, March 31th, 6-9 p.m.			
I.1.	Introduction to leadership and leadership science - Define Leadership - Leadership v.s. Management - Levels of Analysis of leadership theories	Leadership Development - Effective Leadership, Chapter 1 - The Art and Science of Leadership, Chapter 1	Bojadjiev, PhD
I.2.	- Leadership theories - Personality traits of effective leaders: - The Tale of Two Coaches	- Effective Leadership, Chapter 3 - The Art and Science of Leadership, Chapter 4  <b>Assignment 1</b>	
I.3	Jack Welch at G.E. Video case and case discussion - Leadership development	Video Case Study: Jack Welch at GE	
Day 2 , April ,10-14 a.m.			
II.4	Special Leadership Attitudes Theory X and Theory		Bojadjiev, PhD
II.5	Leaders and Creation of Culture	Art and Science, Chapter 2 - Effective Leadership, Chapter 10	
II. 6	Organizational Alignment	Suggested Readings	
<b>Session II Group Dynamics</b>			
Day 3, 6th April 2017, 6-9 p.m.			
III.7	Group dynamics , Team Development, Roles, Norms	- Effective Leadership, Chapter 8 - The Art and Science of Leadership, Chapter 8  - Analyzing Work Groups - A note on team processes	Tomovska -Misoska, PhD
III.8	Communication issues in leadership	- Effective Leadership, Chapter 6	
II.9			
Day 4, April 7th, 6-9 p.m			
IV.10 IV.11 IV.12	Effectiveness of leaders through multifactor and contingency theories	- Effective Leadership, Chapter 5 & 9  - Avolio, B.J., Bass, B.M. and Jung, D.I. (1999) Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire, <i>Journal of Occupational and Organizational Psychology</i> , 72, pp. 441-462. - Quintana, T.A., Park, S., Cabrera, Y.A. (2015) Assessing the effects of leadership styles on employees' outcomes in international luxury hotels, <i>Journal of Business Ethics</i> , 129, pp. 469-489. - Fukushige, A. and Spicer, D.P. (2011) Leadership and follower's work goals: a comparison between Japan and the UK, <i>The International Journal of Human Resource Management</i> , 22 (10),	Tomovska -Misoska, PhD

		<p>pp. 2110-2134.</p> <p>- Pires da Cruz, M.R., Nunes, A.J.S. and Pinheiro, P.G. (2011) Fiedler's contingency theory: Practical application of the Least Preferred Coworker (LPC) scale, <i>The IUP Journal of Organizational Behavior</i>, 10 (4), pp. 7-26.</p> <p><b>Assignment 2</b></p>	
Session 5, April 21st, 6-9 p.m.			Dimitrova, MPPM
V.13	Leading Change	- Effective Leadership, Chapter 7	
V.14	Leader-Member Exchange	- The Art and Science of Leadership, Chapter 9	
V.15	Theory	<p>- Dwertmann, D, &amp; Boehm, S. (2016) Status matters: The asymmetric effects of supervisor-subordinate disability incongruence and climate for inclusion, <i>Academy Of Management Journal</i>, 59, 1, pp. 44-64.</p> <p>- Matta, F., Scott, B., Koopman, J., &amp; Conlon, D. (2015) 'Does seeing "Eye to eye" affect work engagement and organisational citizenship behavior? A role theory perspective on LMX agreement, <i>Academy Of Management Journal</i>, 58, 6, pp. 1686-1708.</p> <p>- Karanika-Murray, M., Bartholomew, K., Williams, G., &amp; Cox, T. (2015) Leader-Member Exchange across two hierarchical levels of leadership: concurrent influences on work characteristics and employee psychological health, <i>Work &amp; Stress</i>, 29, 1, pp. 57-74.</p> <p>-Hassan, S., &amp; Hatmaker, D.( 2015), Leadership and Performance of Public Employees: Effects of the Quality and Characteristics of Manager-Employee Relationships, <i>Journal Of Public Administration Research &amp; Theory</i>, 25, 4, pp. 1127-1155.</p>	
Session 6, April 22nd, 10 a.m. - 1 p.m.			
VI.16	<p>Entrepreneurial Leader - Developing Leaders</p> <p>Entrepreneurial Leadership in Public Institutions</p> <p>Gender Perspective on Entrepreneurial Leadership</p>	<p>- Effective Leadership, Chapter 11</p> <p>- The Art and Science of Leadership, Chapter 10</p> <p>- Melissanidou, E. (2016) Entrepreneurial Leadership in Times of Fiscal Austerity: a Case Study of the Greek Local Government, <i>Proceedings Of The European Conference On Management, Leadership &amp; Governance</i>, pp. 226-232.</p> <p>- Harrison, R., Leitch, C., &amp; McAdam, M. (2015) Breaking Glass: Toward a Gendered Analysis of Entrepreneurial Leadership, <i>Journal Of Small Business Management</i>, 53, 3, pp. 693-713.</p> <p>- Renko, M., El Tarabishy, A., Carsrud, A., &amp; Brännback, M. (2015) Understanding and Measuring Entrepreneurial Leadership Style, <i>Journal Of Small Business Management</i>, 53, 1, pp. 54-74.</p>	
VI.17	Leadership Succession – Cooperative Approach v.s. Entrepreneurial approach	- Lysek, M. (2016) 'Collective Inclusioning: A Grounded Theory of a Bottom-Up Approach to Innovation and Leading, <i>Grounded Theory Review</i> , 15, 1, pp. 26-44.	Dimitrova, MPPM
VI.18	Leadership succession - Case Based Research	<p>- Whaley, G., &amp; Walker, P. (2014) Succession Planning and Leadership at DRYCO, Inc, <i>Journal Of Case Studies</i>, 32, 1, pp. 93-108.</p> <p>- Skipper, C, &amp; Bell, L 2008, 'Leadership Development and Succession Planning', <i>Leadership &amp; Management In Engineering</i>, 8, 2, pp. 77-84.</p> <p><b>Assignment 3</b></p>	



**Common Professional Components (CPC)**

<b>1) Functional Areas:</b>	
Marketing	
Business Finance	
Accounting	
Management (Organizational Behaviour – Human Resources Management + Operations Management)	13
<b>2) The Business Environment</b>	
Legal Environment of Business	
Economics	
Business Ethics	2
Global Dimension of Business	1
<b>3) Technical Skills</b>	
MIS/IT Computing	
Statistics/Quantitative Techniques	2
<b>4) Integrative Areas</b>	
Business Politics/Strategies	2
Internship/Practical (Comprehensive or Integrating Experience)	
<b>TOTAL HOURS</b>	<b>20</b>

***Class attendance and participation***

- Attend every class and arrive on time. Attendance is compulsory.
- Students are responsible for everything that is announced, presented, or discussed in class.
- Students must actively participate by contributing to classroom discussions and asking questions.
- Students must read the assigned texts before coming to class.
- Students must bring the appropriate materials (textbooks, paper, pens, , laptops upon request, etc.) to every class.
- Announcements and materials for each class will be regularly posted on the Share Point portal and students are obliged to consider them before coming to class.

***Classroom behavior***

The classroom will be an academic and respectful environment. The language of instruction is English, and all conversation and correspondence must be in English.

***Academic honesty & Plagiarism***

Students must do their own work. Cheating or copying of any kind will not be tolerated on exams, papers, homework, or any other assignments. UACS does not tolerate plagiarism, which is the copying of another person's work without giving the author credit. Plagiarism of any kind will result in a grade of 'F' for the course.

***Late work***

Having work completed on schedule is an important part of being responsible. Assignments are due at the beginning of class on the due date. **Late work will not be accepted for any reason.** Failure to submit the project or deliver the class presentation in due time will result in a mark of '0' (F).