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| **Course: Principles of Leadership** |  | | |
| Course code: MG336 |  | Year/Semester: Spring 2020 |  |
| Program: BBA-8A |  | Credit Hours: 3 |  |
| Department: Management |  | Instructor: Dr. Amna Niazi |  |
| Course Type: Business Elective |  | Email: amnakn@gmail.com |  |
| Pre-Requisite(s): |  | Phone: 111-128-128 |  |
| Prepared By: | Dr. Amna Niazi | Consultation Hours: |  |
| Approved By: |  | Approval Date: |  |

# COURSE DESCRIPTION

This course is designed to give a complete, integrative and practical approach to leadership. This outlines the conceptual framework of the basis of leadership through a detailed discussion of leadership theories and presents students with the opportunity to comprehend what it takes to influence and empower others. The course will provide an insight into various aspects of leadership, including vision, goals & objectives, motivation, decision-making, time management, team building, conflict, morals and ethics, dealing with change, communication skills, and diversity issues. In addition, this course provides a link between our understanding of essential elements of successful leadership with the practical demands and challenges, and skill development required to inspire, motivate and lead others.

# COURSE OBJECTIVES

|  |  |
| --- | --- |
| Upon successful completion of the course students should be able to: | |
| 1 | Value the work of leadership in influencing, driving, and guiding its followers. |
| 2 | Analyse the importance of motivation, power, and team dynamics for effective leadership. |
| 3 | Conduct effective negotiation by using appropriate strategies. |
| 4 | Learn how to communicate effectively to develop relationships, work across differences, receive and integrate feedback into decision-making. |
| 5 | Consider the role of cultural values and attitudes in determining how to deal with employees from different cultures and backgrounds and appreciate the presence of diversity. |

# COURSE LEARNING OUTCOMES (LOs)

|  |  |  |  |
| --- | --- | --- | --- |
| **LO#** | **Learning Outcome Statement** | **PO\*** | **BT Level\*\*** |
| LO1 | Students will be able to think critically, identify problems, analyze information and find out opportunities of solutions through synthesis and evaluation. | PO1 | Remember, Understand |
| LO2 | Students will determine guiding principles for their actions by understanding the importance of ethical behavior, respect for indigenous culture and traditions, tolerance for diversity and awareness of socioeconomic challenges faced by the nation. | PO1, PO2 | Remember, Understand Apply |
| LO3 | Students will demonstrate effective oral and written communication skills and explain their thoughts in a logical and coherent manner. | PO1, PO2, PO3 | Remember, Understand Apply, Analyse |
| LO4 | Students will demonstrate the effective use of collaboration and displaying the softer skills to work in teams, organize meetings and define the attendant input and outputs. | PO1, PO2, PO3, PO4 | Remember, Understand Apply, Analyse |
| LO5 | Students will identify, interpret and analyse the impact that social, legal, global, industry and customer environments have on business decisions. | PO5 | Remember, Understand |
| LO6 | Students will be able to appreciate and analyze the evolution, importance and regional suitability of local business theories and practices and derive implications of global practices for local environment and vice versa | PO8 | Remember, Understand Apply |
| LO7 | Developing desire and aspiration to have one’s own business as one of the ultimate goals of business graduates. | PO9 | Remember, Understand |
| LO8 | Students will demonstrate knowledge and discuss the creation and coordination of efficient and effective organizational systems. | PO10 | Remember, Understand Apply |

\* PO (Program Objectives) are covered by the Learning outcome. \*\* BT (Bloom’s Taxonomy) level

# COURSE CONTENTS

| **Session** | | **Topic** |
| --- | --- | --- |
| 1 | | Overview of Syllabus, The Need for Leadership, The New Reality for Leaders |
| LO1 | 2 | How Leadership differs from Management |
|  | 3 | The Trait and Behavior Approach |
| 4 | Individualized Leadership |
| LO2 | 5 | The Contingency Approach, Hersey and Blanchard’s Theory, Fiedler’s Contingency Model |
|  | 6 | Path-Goal Theory, The Vroom-Jago contingency Model |
| 7 | The Secret Ingredient for Leadership Success, Social Perception and Attributions |
| 8 | Cognitive Differences |
| LO3 | 9 | Leading with Head and Heart, Developing a Leader’s Mind, Emotional Intelligence |
| 10 | Leading with Love Versus Leading with Fear |
| Mid-Term 1 | | |
| LO3 | 12 | Moral Leadership Today |
| 13 | Leading with Courage |
| LO4 | 14 | Followership |
| 15 | Leadershipand Motivation, Empowering People to Meet Higher Needs |
| LO5 | 16 | How leaders Communicate, Leading strategic Conversations |
| 17 | Communicating to Persuade and Influence |
| 18 | The Value of Teams, The Dilemma for Team Members, leading Teams to High Performance |
| LO6 | 19 | What Team Members Must Contribute, Leading a Virtual Team |
| 20 | Leading People who aren’t Like You, Challenges Minorities Face, Social Value Systems |
| Mid-Term 2 | | |
| LO7 | 22 | Becoming an Inclusive Leader, Ways to Encourage the Advancement of Women and Minorities |
| 23 | Four Kinds of Influential Leadership, Using hard Versus Soft Power |
| 24 | Increasing Power through Political Activity |
| LO8 | 25 | Organizational Culture, Cultural Leadership |
| 26 | Ethical Values in Organizations, Value-Based Leadership |
| 27 | Leadership means Leading Change, A Framework for Change |
| 28 | | Leading Creativity for Change |
| 29 | | Charismatic and Transformational Leadership |
| **Final Examination** | | |

\* Contents may vary as the course progresses

# TEXTBOOK & REFERENCE MATERIAL

## Textbook

* Leadership: An experience, 5th edition by Richard Daft(2011) Cengage Learning
* Leadership in Organizations, 8th edition by Gary A. Yukl(2014) Pearson Education, Inc.

## Reference Books

* Introduction to Leadership Northouse, P. G (ITL) – Sage Publications – 2015
* Students are encouraged to articles on leadership

# GRADING POLICY

## Grading scheme

|  |  |  |
| --- | --- | --- |
|  | ABSOLUTE Grading | |
| ≥ 90 | | A+ |
| 86-89 | | A |
| 82-85 | | A- |
| 78-81 | | B+ |
| 74-77 | | B |
| 70-73 | | B- |
| 66-69 | | C+ |
| 62-65 | | C |
| 58-61 | | C- |
| 54-57 | | D+ |
| 50-53 | | D |
| ≤ 49 | | F |

## Marks Distribution

|  |  |
| --- | --- |
| **Activity** | **Weight** |
| Quizzes | 10% |
| Project/Assignments | 15% |
| Class Participation/Attendance | 05% |
| Sessional Exam 1 | 15% |
| Sessional Exam 2 | 15% |
| Final Exam | 40% |

# **CLASS POLICIES**

## Missing Exams or Quizzes

Students missing a test without my prior permission will receive a **zero**. For those students who miss a test with my permission, I will give a make-up which will be **tougher** than the regular. Requests for an excuse from a test must be made in writing, and except for extreme documented emergencies, their acceptance is determined solely at the instructor’s discretion.

* Please note that any exception for one student is unfair to all other students, so don’t expect any.
* Please turn off and store away cell phones, tablets, laptops, and other electronic devices.
* Talking during lecture is not permitted. It is disrespectful and disruptive to other class members and the instructor.
* If you miss a class, it is your responsibility to determine what was covered including any administrative announcements.

## Studying

The proper way of studying for this class is following ADA policy; a short description of the same is as follows

* Ahead of the class, it is expected that you have read the relevant chapters from the textbook;
* During the class you are expected to follow the lecture, take notes and ask questions; and
* After every class you would review your notes and solve the end of chapter exercises and read the textbook.

## Attendance Policy

As you can see, almost every other session is a different topic and as such missing any classes will result in huge setback as you will lose substantial course content. Besides, owing to the interactive nature of the course, attendance is crucial. Therefore, only under unavoidable circumstances, student should think of missing a class. *See university policy on minimum attendance allowed for final exams.*

*Attendance has been allocated 5% of the total Marks to be distributed as per the below policy.*

1. Each A (absent) or L (late) will result in deduction of 1 mark each. However, a student is allowed a maximum of TWO Absents (A) or Late (L) without any penalty.
2. More than TWO A or L in the attendance register will result in deduction of 1 mark for each occurrence.
3. See the table below to understand how marks are allocated.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **13** | **14** | **15** | **16** | **17** | **18** | **19** | **20** | **21** | **22** | **23** | **24** | **25** | **26** | **27** | **28** | **Marks** |
|
| A | - | - | A | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 5 |
| - | - | - | - | - | - | - | - | - | - | - | - | L | - | - | - | L | - | - | - | - | - | - | - | - | - | - | - | 5 |
| - | - | - | - | - | A | - | - | - | - | - | A | - | - | - | - | - | - | - | - | - | L | - | - | - | - | - | - | 2 |
| - | - | - | - | - | - | - | - | - | - | - | L | - | - | - | - | - | A | - | - | - | - | - | - | A | - | - | - | 2 |
| - | - | - | - | - | - | - | - | - | - | - | - | - | - | L | - | - | - | - | - | L | - | - | - | - | - | L | - | 2 |
| - | A | - | - | - | - | - | L | - | - | - | L | - | - | - | - | A | - | - | - | - | - | - | - | - | - | - | - | 1 |

## Scholastic Dishonesty

In the classroom and in all other academic activities, students are expected to uphold the highest standards of academic integrity. Any form of scholastic dishonesty is an affront to the pursuit of knowledge and jeopardizes the quality of the degree awarded to all graduates.

What exactly is plagiarism?

* Plagiarism is a form of cheating.
* Plagiarism is using someone else’s ideas or words and saying they are your own.
* If you use material from a text and do not acknowledge the source, you are committing plagiarism.

Specifically, these behaviors are often regarded as plagiarism:

* Copying directly from a text, acknowledging the source but pretending that you are paraphrasing.
* Paraphrasing or copying directly from a text without acknowledging the source.
* Copying from another student’s assignment with or without the student’s knowledge.

The following behaviors are regarded as misconduct:

* Submitting the same assignment in two different papers.
* Getting someone else to write an assignment for you.

You are also involved in misconduct if you:

* Let another student copy from your own work.
* Write an assignment for another student.

Students who violate the rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. *Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly and actively enforced.*