Master of Science in Information Management (MSIM)

**IMT 580| Management and Strategic Leadership**

Reflective Workbook

Below is a directory of all the reflections required within each module. Click the link to access the section linked to each submission.

Module 1 (Management Foundations)

M1 (Week 1)

**Week 1: Reflections**

M1 (Week 2)

**Week 2: Reflections**

Module 2 (The Environment)

M2 (Week 3)

**Week 3: Reflections**

Module 3 (Strategic Planning)

**M3 (Week 4)**

Week 4: Reflections

**M3 (Week 5)**

Week 5: Reflections

Module 4 (Organizing and Controlling)

**M4 (Week 6)**

Week 6: Reflections

Module 5 (Leading)

**M5 (Week 7)**

Week 7: Reflections

**M5 (Week 8)**

Week 8: Reflections

~~Module 6 (Effective Communication) OMITTED~~

**~~M6 (Week 9)~~**

~~Week 9: Reflections~~

Module 7 (IT for Performance)

**M7 (Week 9 & 10)**

Week 9: Reflections (DUE WEEK 9)

Module 1 (Week 1): Reflections

**The reflections in this section are applicable to the readings you need to complete for Module 1, as well as individual reflective questions scattered throughout the course content for Week 1.**

This series of questions are designed to help you reflect on the readings and course content, and also act as a reference for your group final project and individual leadership portfolio assignments.

Week 1: Readings Reflections

**Based on your reading of** Strategic Leadership for the 21st Century (Hitt), **answer the following questions:**

1

How do Hitt et al. (2010) characterize the first decade of the 21st century, and do these characteristics still hold true in the second decade?

Hitt et al.(2010) characterizes the first decade of the 21st century as being very turbulent. They partially attribute this turbulence to the increasing trends of globalization and rapid technological development, but Hitt et al. also mention political volatility (such as major terrorist attacks) and two major economic downturns as significant factors.

In the second decade, many of these characteristics still hold true. The pace of technological development is faster than ever. This rapid technological developments continue to create turbulences as governments struggling to keep up with relevant policies for the new technologies (such as the introduction of uber or lyft services in other countries, or regulation of cryptocurrencies) and people are more likely to be affected by cyber crimes such as identity theft, phishing, or doxxing. Furthermore, as exemplified by the war in Ukraine, Brexit weakening the EU, and the ever rising tensions between US, China, and North Korea, there is still much political volatility.

2

What are the strategic leadership capabilities that the authors emphasize for the remainder of the 21st century in The Way Forward & The Future section?

*Enter your answer here*

3

Do these capabilities differ from previously prescribed capabilities in the Strategic Leadership Capabilities section?

*Enter your answer here*

4

What capabilities-if any- would you add, delete or change?

*Enter your answer here*

**Based on your reading of** Chapter 1: Managers and Managing, **answer the following questions:**

1

What is management?

*Enter your answer here*

2

What do managers do?

*Enter your answer here*

3

What are the different levels of management?

*Enter your answer here*

4

What recent trends have driven management change?

*Enter your answer here*

This concludes your reflections for **Module 1 : Week 1.** Ensure that the document has been saved and submit the link to this document on the **“Week 1: Reflective Workbook Submission”** assignment page on Canvas.

Module 1 (Week 2): Reflections

**The reflections in this section are applicable to the readings you need to complete for Module 1, as well as individual reflective questions scattered throughout the course content for Week 2.**

This series of questions are designed to help you reflect on the readings and course content, and also act as a reference for your group final project and individual leadership portfolio assignments.

Week 2: Readings Reflection

**Based on your reading of** Chapter 2: The Evolution of Management Thought, **answer the following questions:**

1

How has management theory evolved over time and (how has this shaped modem management practices? )

*a. It began in the closing decades of the 19th century after Industrial Revolution.*

*b. In the new economic climate, managers of all types of organizations were trying to find better ways to satisfy customer needs.*

*c. Owners and managers began to search for new techniques to manage their organizational resources and efficiency of workers.*

**Based on your reading of** Chapter 3: Values, Attitudes, Emotions, and Culture: The Manager as a Person, **answer the following questions:**

1

What are the key personality traits and how do they affect managerial behavior?

*Conscientiousness: This trait refers to an individual's level of responsibility, dependability, and self-discipline. Managers who score high in conscientiousness may be more organized, reliable, and goal-oriented.*

*2 Agreeableness: This trait refers to an individual's level of cooperativeness and willingness to compromise. Managers who score high in agreeableness may be more inclined to work well with others and be more flexible in their approach to problem-solving.*

*3 Neuroticism: This trait refers to an individual's level of emotional stability and tendency to experience negative emotions. Managers who score high in neuroticism may be more prone to stress and negative emotions, which can affect their decision-making and interactions with others.*

*4 Openness to experience: This trait refers to an individual's level of curiosity, creativity, and openness to new ideas and experiences. Managers who score high in openness to experience may be more open to trying new approaches and may be more innovative in their decision-making.*

*5 Extraversion: This trait refers to an individual's level of sociability, assertiveness, and energy. Managers who score high in extraversion may be more outgoing and confident, and might be more effective in leading and motivating their team.*

2

How do values, attitudes, moods, and emotions factor into each individual manager’s experience?

*Values, moods, attitudes and emotions can impact a person’s decision-making, communication, and overall effectiveness as a leader.*

A. *A manager who values fairness may be more likely to make decisions that are equitable and unbiased.*

B. *A manager with a positive attitude may be more likely to motivate and encourage their team, while a manager with a negative attitude may be more likely to be critical and demotivating.*

*C. A manager who is in a good mood may be more likely to make positive, proactive decisions, while a manager who is in a bad mood may be more reactive and negative.*

*D. Managers who are able to effectively manage their emotions and those of their team may be more successful in leading and achieving their goals.*

**Based on your reading of** Managers and Leaders: Are They Different? (Zaleznik), **answer the following questions:**

1 What are the key differences between managers and leaders, according to Zaleznick?

*a. Managers embrace process and seek control and stability; They try to resolve problems quickly before diving deep into the significance whereas leaders are more like creative thinkers who tolerate chaos and lack of structure and are willing to delay closure in order to understand the issues in detail.*

*b. Manager is a problem solver whereas leader is an influencer who drives the entire team to contribute towards organizational growth and success.*

*c. Managers adopt impersonal if not passive attitudes towards goals but leaders adopt a personal and active attitude towards goals.*

*d. Managerial goals arise out of necessities rather than desires, and are deeply embedded in their organization’s history and culture. A leader exerts influence and establish specific desires and objectives determines the direction a business takes,*

*changing the way people think about what is desirable, possible and necessary.*

*e. Managers seek to control ; leaders seek to inspire and have a vision.*

*f. Managers act to limit choices whereas leaders develop a fresh approach to long standing problems and open issues to new options.*

*g. Managers prefer to work with people; a leader is a lone person who is responsible for bringing fresh perspectives.*

*h. Managers relate to people according to the role they play in a decision making process and are diplomatic, while leaders who are concerned with ideas relate in intuitive, empathetic ways.*

*i. Manager focuses on how to get things done(procedure or how tasks are done); leaders focus on what the events and decision mean to participants(the core idea, what steps they take).*

*j. Managers focus on survival instinct an tolerate on mundane, practical work whereas leaders take risks.*

*k. Managers focus on maintaining the status quo, while leaders focus on change and innovation.*

2

Do you agree with Zaleznick’s assessment of managers vs. leaders?

*No. Though Zaleznik’s observations seem to be rational and straightforward, it provides a misleading understanding and over-simplified version of human and organizational development.*

*Leading and managing are not just inseparable but are one and the same.*

*For instance, in a school, a school dean (leader) who has the vision and plans for the school is ineffective if she cannot use the managerial skills to allocate resources and accomplish the vision. Conversely, a school principal (a manager) who can*

*efficiently allocate or procure resources (materials, teachers, etc) is ineffective if they don’t have a sense of direction on how the resources can be utilized. Managers and Leaders need empathy and customer focus, control and solve problems.*

This concludes your reflections for **Module 1 : Week 2.** Ensure that the document has been saved and submit the link to this document on the **“Week 2: Reflective Workbook Submission”** assignment page on Canvas.

Module 2 (Week 3): Reflections

**The reflections in this section are applicable to the readings you need to complete for Module 2, as well as individual reflective questions scattered throughout the course content for Week 3.**

This series of questions are designed to help you reflect on the readings and course content, and also act as a reference for your group final project and individual leadership portfolio assignments.

Reading: Ethics and Social Responsibility

**Based on your reading of** Chapter 4: Ethics and Social Responsibility, **answer the following questions:**

1

In your opinion, is it important for organizations to place strategic emphasis on social responsibility?

2

What are viable and non-viable reasons that organizations exhibit socially responsible behavior?

*Enter your answer here*

3

What are your options as a leader when faced with ethical dilemmas?

*Enter your answer here*

Reading - Diversity, Equity and Inclusion

**Based on your reading of** Chapter 5: Managing Diverse Employees in a Multicultural Environment, **answer the following questions:**

1

Why are practices that promote diversity, equity, and inclusion important to effective management?

*Enter your answer here*

2

What are some organizational barriers to achieving diversity, equity, and inclusion?

*Enter your answer here*

**Based on your reading of** Chapter 6: Managing in the Global Environment, **answer the following questions:**

1

Why is the ability to analyze and respond appropriately to the global environment crucial to management success?

*Enter your answer here*

2

What steps can managers take to ensure efficiency and effectiveness in the global environment?

*Enter your answer here*

Reading - Employee Belonging and Racially Just Workplace

**Based on your reading of** Diversity Efforts Fall Short Unless Employees Feel That They Belong (Wadors), **answer the following questions:**

1

What are some ways that you as a leader can foster belonging in your organization?

*Enter your answer here*

2

What are other keys to successful diversity, equity, and inclusion initiatives from your perspective?

*Enter your answer here*

**Based on your reading of** Toward a Racially Just Workplace (Roberts & Mayo), **answer the following questions:**

1

Why have diversity and inclusion initiatives failed to promote career equity for aspiring black leaders?

*Enter your answer here*

2

What must you, as current and future information leaders, do to contribute to the solution to the problem of racial inequity in the workplace?

*Enter your answer here*

**Based on your reading of** US Businesses Must Take Meaningful Action Against Racism (Roberts & Washington), **answer the following questions:**

1

Why has the issue of racial injustice escalated to a crisis point in current organizations and society as a whole?

*Enter your answer here*

2

What steps should you be taking now and in future to address racial injustice in the workplace?

*Enter your answer here*

**Based on your reading of** Why Subtle Bias Is So Often Worse Than Blatant Discrimination (King & Jones), **answer the following questions:**

1

What is overt discrimination?

*Enter your answer here*

2

What is subtle discrimination?

*Enter your answer here*

3

Why is subtle discrimination so damaging? What are some action steps leaders can take to address it?

*Enter your answer here*

This concludes your reflections for **Module 2 : Week 3.** Ensure that the document has been saved and submit the link to this document on the **“Week 3: Reflective Workbook Submission”** assignment page on Canvas.

Module 3 (Week 4): Reflections

**The reflections in this section are applicable to the readings you need to complete for Module 3, as well as individual reflective questions scattered throughout the course content for Week 4.**

This series of questions are designed to help you reflect on the readings and course content, and also act as a reference for your group final project and individual leadership portfolio assignments.

Week 4: Readings Reflections

**Based on your reading of** Chapter 7: Decision Making, Learning, Creativity and Entrepreneurship, **answer the following questions:**

1

As a leader, what are your options for facilitating decision-making?

*Enter your answer here*

2

What limitations do you face in the decision-making process in organizations?

*Enter your answer here*

3

What are some ways to examine potential courses of action to determine the best options?

*Enter your answer here*

**Based on your reading of** Decision edge: Boosting competitiveness through “scientific”strategic decision-making (Borchardt & de Haas), **answer the following questions:**

1

Why do so many business decisions end badly?

*Enter your answer here*

2

What are the keys to optimal strategic decision-making?

*Enter your answer here*

This concludes your reflections for **Module 3 : Week 4.** Ensure that the document has been saved and submit the link to this document on the **“Week 4: Reflective Workbook Submission”** assignment page on Canvas.

Module 3 (Week 5): Reflections

**The reflections in this section are applicable to the readings you need to complete for Module 3, as well as individual reflective questions scattered throughout the course content for Week 5.**

This series of questions are designed to help you reflect on the readings and course content, and also act as a reference for your group final project and individual leadership portfolio assignments.

Week 5: Readings Reflections

**Based on your reading of** Chapter 8: The Manager as a Planner and Strategist, **answer the following questions:**

1

Why is strategic planning vital to success?

*Enter your answer here*

2

What is the process of strategic planning?

*Enter your answer here*

**Based on your reading of** Chapter 9: Functional Strategies for Competitive Advantage, **answer the following questions:**

1

What is a company’s value chain?

*Enter your answer here*

2

How is effective management of a value chain tied to organizational performance?

*Enter your answer here*

3

How does information technology contribute to a company’s value chain effectiveness?

*Enter your answer here*

This concludes your reflections for **Module 3 : Week 5.** Ensure that the document has been saved and submit the link to this document on the **“Week 5: Reflective Workbook Submission”** assignment page on Canvas.

Module 4 (Week 6): Reflections

**The reflections in this section are applicable to the readings you need to complete for Module 4, as well as individual reflective questions scattered throughout the course content for Week 6.**

This series of questions are designed to help you reflect on the readings and course content, and also act as a reference for your group final project and individual leadership portfolio assignments.

Readings: Organizational Structure and Holacracy

Based on your reading of **Chapter 10: Managing Organizational Structure and Culture,** answer the following questions:

1

What does the management function of organizing entail?

*Enter your answer here*

2

How does organizational architecture factor into this process?

*Enter your answer here*

3

What are the drivers of organizational structure?

*Enter your answer here*

Based on your reading of **Beyond the Holacracy Hype (Bernstein, Bunch, Canner & Lee),** answer the following questions:

1

What is a holacracy and how is it different from hierarchical organizational structures?

*Enter your answer here*

2

What are the benefits and limitations of holacracy in relation to organizing and control?

*Enter your answer here*

3

Is holacracy a hype or is this a viable approach to management?

*Enter your answer here*

Readings: Organizational Control and Change

Based on your reading of **Chapter 11: Organizational Control and Change,** answer the following questions:

1

Why are organizational control systems vital?

*Enter your answer here*

2

What are the various stages of control and how does IT factor into them?

*Enter your answer here*

3

What is the relationship between organizational control and organizational change?

*Enter your answer here*

This concludes your reflections for **Module 4 : Week 6.** Ensure that the document has been saved and submit the link to this document on the **“Week 6: Reflective Workbook Submission”** assignment page on Canvas.

Module 5 (Week 7): Reflections

**The reflections in this section are applicable to the readings you need to complete for Module 5, as well as individual reflective questions scattered throughout the course content for Week 7.**

This series of questions are designed to help you reflect on the readings and course content, and also act as a reference for your group final project and individual leadership portfolio assignments.

Week 7: Readings Reflections

Based on your reading of **Chapter 13: Motivation and Performance,** answer the following questions:

1

What is motivation and why do managers and leaders need to be concerned about it?

*Enter your answer here*

2

What are the perspectives of expectancy theory and equity theory and how do they factor into motivating a workforce?

*Enter your answer here*

3

How can goals and needs motivate people and what kinds of goals are especially likely to result in high performance?

*Enter your answer here*

Based on your reading of **The Five Practices of Exemplary Leadership article,** answer the following questions:

1

What is the essence of The Leadership Challenge framework and how was it derived?

*Enter your answer here*

2

What are the five practices and how do they form a continuum of leadership excellence?

*Enter your answer here*

3

What are the 10 commitments within the five practices and how have you enacted them in your practice of leadership?

*Enter your answer here*

4

What is the Leadership Practices Inventory (LPI), and what does it measure?

*Enter your answer here*

This concludes your reflections for **Module 5 : Week 7.** Ensure that the document has been saved and submit the link to this document on the **“Week 7: Reflective Workbook Submission”** assignment page on Canvas.

Module 5 (Week 8): Reflections

**The reflections in this section are applicable to the readings you need to complete for Module 5, as well as individual reflective questions scattered throughout the course content for Week 8.**

This series of questions are designed to help you reflect on the readings and course content, and also act as a reference for your group final project and individual leadership portfolio assignments.

Week 8: Readings Reflections

Based on your reading of **Chapter 14: Leadership,** answer the following questions:

1

What is leadership?

*Enter your answer here*

2

When are leaders effective and ineffective?

*Enter your answer here*

3

What are the sources of power that enable managers to be effective leaders?

*Enter your answer here*

4

What is the relationship between gender and leadership and how can emotional intelligence contribute to leadership effectiveness?

*Enter your answer here*

Based on your reading of **Chapter 15: Effective Groups and Teams,** answer the following questions:

1

Why are groups and teams key contributors to organizational effectiveness?

*Enter your answer here*

2

How do different elements of group dynamics influence the functioning and effectiveness of groups and teams?

*Enter your answer here*

3

Why is it important for groups and teams to have a balance of conformity and deviance and a moderate level of cohesiveness?

*Enter your answer here*

This concludes your reflections for **Module 5 : Week 8.** Ensure that the document has been saved and submit the link to this document on the **“Week 8: Reflective Workbook Submission”** assignment page on Canvas.

SKIP MODULE 6 – go to Module 7 due week 9

~~Module 6 (Week 9): Reflections~~

**~~The reflections in this section are applicable to the readings you need to complete for Module 6, as well as individual reflective questions scattered throughout the course content for Week 9.~~**

~~This series of questions are designed to help you reflect on the readings and course content, and also act as a reference for your group final project and individual leadership portfolio assignments.~~

~~Week 9: Readings Reflections~~

~~Based on your reading of~~ **~~Chapter 16: Promoting Effective Communication,~~** ~~answer the following questions:~~

~~1~~

~~How does effective communication help an organization gain competitive advantage?~~

*~~Enter your answer here~~*

~~2~~

~~What is the role of perception in the communication process?~~

*~~Enter your answer here~~*

~~3~~

~~How has IT given managers new options for managing communication?~~

*~~Enter your answer here~~*

~~4~~

~~What are the communication skills that managers need as senders and receivers of messages?~~

*~~Enter your answer here~~*

~~Based on your reading of~~ **~~The Power of Talk (Tannen),~~** ~~answer the following questions:~~

~~1~~

~~What is linguistic style and why is it so important to understand differences in linguistic style?~~

*~~Enter your answer here~~*

~~2~~

~~What are key management problems that result from perceptions (right and wrong) of different linguistic styles?~~

*~~Enter your answer here~~*

~~3~~

~~What can you do as a current or future leader to remedy the communication issues described in the article?~~

*~~Enter your answer here~~*

~~This concludes your reflections for~~ **~~Module 6 : Week 9.~~** ~~Ensure that the document has been saved and submit the link to this document on the~~ **~~“Week 9: Reflective Workbook Submission”~~** ~~assignment page on Canvas.~~

Module 7 (Week ~~10~~ 9): Reflections

**The reflections in this section are applicable to the readings you need to complete for Module 7, as well as individual reflective questions scattered throughout the course content for Week 10.**

This series of questions are designed to help you reflect on the readings and course content, and also act as a reference for your group final project and individual leadership portfolio assignments.

Week ~~10~~ 9: Readings Reflection

Based on your reading of **Chapter 18: Using Advanced Information Technology to Increase Performance,** answer the following questions:

1

What are some of the key emerging IT innovations that have created an “IT Revolution” and changed the management and leadership landscape?

*Enter your answer here*

2

What are the key management information systems that contribute to performance? In what ways do they contribute to performance?

*Enter your answer here*

3

How does IT connect to strategic leadership?

*Enter your answer here*

This concludes your reflections for **Module 7: Week ~~10~~ 9.** Ensure that the document has been saved and submit the link to this document on the **“Week ~~10~~9: Reflective Workbook Submission”** assignment page on Canvas.