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.

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**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 extremely turbulent. They partially attribute this behavior to the increasing trends of globalization and rapid technological development, but also mention political volatility (such as major terrorist attacks) and two major economic downturns (dotcom burst and stock market crash) 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 Lyft or Uber (for mobility) in other countries, or regulation of cryptocurrencies, social media activity) 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, Russia, 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?

In The Way Forward & The Future sections, Hitt et al.(2010) mention that strategic leaders should have the following characteristics:

• Ability to develop, communicate, and work towards a vision for the organization. This is to ensure the organization is able to focus on long term goals instead of just short term gains as done in the past.

• Have a global mind-set; these leaders should have a firm understanding of the organization’s place within the larger global competitive landscape when making decisions or solving problems.

• Ability to develop and maintain a culture which fosters and encourages innovation while also investing in the development and exploitation of such innovation.

• Strategic leaders should know how to effectively manage resources. This involves acquiring and developing valuable resources, removing less valuable resources, integrating or grouping valuable resources to create valuable capabilities which in turn become core competencies, and exploit such capabilities/ competencies to have a competitive advantage.

• Strategic leaders are able to execute their plans/ actions and complete them successfully and effectively.

• Have strategic flexibility in managing resources, building human and social capital to enable the organization to quickly and proactively execute actions to stay ahead of competitors.

• Engage in ethical practices which fosters a culture that acts in the best interests of all stakeholders, uphold moral values of the corporation, and not selfish.

• Ability to engage under uncertain conditions; able to leverage potential opportunities in volatile environments and act upon them despite the uncertainties.

3

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

While there are many similarities and overlaps between the capabilities mentioned in the two sections, there are still quite a few differences.

The similar capabilities include developing and communicating a clear vision, building dynamic core competencies for competitive advantages, building and maintaining an effective organizational culture focused on innovation, and engaging in ethical practices.

However, the focus of the culture being cultivated and ethical practices are different.

Previously, Hitt et al. mentioned that leaders should be ethical by being trustworthy, honest, and possess integrity. Now,the focus for ethics has shifted to act in stakeholders best interests.

Moreover, focus on thinking long term goals by thinking of ways to realize an organization’s vision has become essential.

Previously innovation was empathized. But now, the need to innovation is paramount as the market has become extremely saturated and competitive thanks to technology and vast amounts of information being readily available.

4

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

One thing I would add is to necessitate the need for sustaining human capital via employee experience in an organization.

Unlike previous decades, employees are less likely to stay in one company for a long period of time. Considering the fact that competition in the market is fierce, companies are competing over the best resources, which include human capital.

For instance, at the company where I first worked, I’ve seen 85% attrition of employees over 3 years. At least half of those who left the company joined a competitor in a similar product suite citing culture and impedance to career-growth. It is not only the responsibility of managers to look after the needs of individual contributors, but the involvement of senior members of the organization to think of ways to attract and retain trained and qualified employees (not by offering swags and perquisites but by genuinely taking measures for their career growth, fostering trust and rewarding employees for their contribution for projects).

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

1

What is management?

According to Jones et al.(2022), management is planning, organizing, leading, controlling human and other resources to achieve organizational goals efficiently and effectively. Resources include anything such as customer, employee, skillsets,etc.

2

What do managers do?

Managers are responsible overseeing and managing the use of resources, including human resources, to effectively and efficiently meet the organization’s goals. The main tasks are broken down into the following: planning, organizing, leading, and controlling. Planning consists of identifying and selecting appropriate goals. Organizing consists of structuring the work relationships to allow members to effectively work together to meet goals. Leading consists of expressing a clear vision of the organization and enable the members to understand the roles they play in meeting the goal. Lastly, controlling consists of evaluating how well the organization is achieving goals and acting to maintain or improve their performance.

3

What are the different levels of management?

There are four levels of management: first-line managers, middle managers, top managers, and the top management team. The first-line managers are those who are responsible for the daily supervision of non-managerial staff. The middle managers manage first-line managers and are responsible for finding the best ways to use resources to meet goals of the organization. Top managers are those who set the organizational goals, manage how departments interact, and monitor the middle managers’ performances. Lastly, there is the top management team consisting of the CEO (chief executive officer), COO (chief operating officer), the VPs (vice presidents) who are all the most responsible for meeting the organization’s goals.

4

What recent trends have driven management change?

In chapter one, the recent trends which have driven management change are the following:

• **Advancement of technology:** Managers need to be able to understand new technology trends, be comfortable and adept working with data, and embrace change. Now more than ever, managers need to be flexible and agile in adapting to change while making decisions given the rapid growth of technology and its plethora of new uses.

• **Increased competition in the global and local market:** Thanks to globalization and cut-throat competition, companies have restructured to heavily outsource work in an effort to cut operational costs.

• **Use of Remote Workers:** After the COVID lockdown, many employees have adopted to and even prefer to work remotely and self-manage their work. This can reduce office expenses, commuting costs for workers, and saves time resulting in an improved work-life balance. Companies that adopt the new remote work practices may benefit from more loyal and happy employees as many employees are resisting the decision to go back to office full-time.

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?

*Enter your answer here*

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?

*Enter your answer here*

2

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

*Enter your answer here*

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?

*Enter your answer here*

2

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

*Enter your answer here*

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.**

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**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?

*Enter your answer here*

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.**

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**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.**

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**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.**

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**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.