**MGT360 Leadership Skills**

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| Resource Person: | Mr. M. Ali H. Chauhan |
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| Contact Hours: | 45 |
| Office Address: | Management Department, HSM,  Main Building, UMT Main Campus |
| Programme: | BBA |
| Section: | A |
| Semester: | Fall 2021 |
| Course Pre-requisites: | OB |
| Credit Hours: | 3 |
| Course Type: | In Person/Hybrid/Online |
| Venue/Day/Time: |  |
| Course URL (if any): |  |

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| **Course Description:** |
| Leadership skills are an essential component in positioning executives/senior managers/strategists to make best decisions about their organization's mission and goals, and properly allocate resources to achieve those goals in the competitive global business environment. Our course covers introduction to leadership, how managers and leaders differ, how leaders create their own paths, give direction, enlighten followers, and create an environment of progressive change.  How political economy and culture affects the leadership skills acquired over time. This course also focuses on how managers can develop to become leaders, with learning, practice, and discipline.  As a leader, you need to explain to your employees clearly and succinctly everything from organizational goals to specific tasks.  The skills that you might require at different stages of your career and situations, in different countries depending on the cultural norms and values or dealing with companies from different business environments could include a combination of:  Motivation. ...Delegating. ...Positivity. ...Trustworthiness. ...Creativity. ...Feedback. ...Responsibility… Problem solving … Adaptability … Collaboration … Time Management … Critical Thinking … Strategic Analysis and more.  You will be focusing on learning one or two leadership skills essential for current global business environment. |

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| **Course Teaching Methodology:** |
| Teaching methodology for the course is designed to augment participants’ learning through (a) reading & discussion, (b) observation and (c) experimentation. Besides readings, lectures and discussions, in-class personal assessment exercises will be conducted.   1. Lectures and discussions 2. Case development and presentation 3. Videos 4. Self-assessment exercises |

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| **Programme Educational Objectives (POs):** | |
| PO-1 | To incorporate within the curriculum major emphasis on the development of students' fundamental learning skills, for example: reasoning and quantitative abilities; as well as communication and computing skills which they will need for responsible leadership roles in their careers. |
| PO-2 | To prepare students to take up careers in Marketing, Finance, Information Systems, Entrepreneurship, Management, International Business and Supply Chain Management in leading organizations. |
| PO-3 | To train the students to develop an understanding and appreciation of the global business environment. |
| PO-4 | To meet the demand of corporate world for managers who are equipped with business knowledge and are able to cope with constantly rising business needs. |
| PO-5 | To ensure that employability of student is at the maximum based on their potential and learning orientation. Crate a transformational learning environment that enhances their business acumen. |

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| **Programme Learning Outcomes (PLOs):**  **After completing this degree programme, students shall be able to:** | | |
|  | | **Mapping the PLOs with POs** |
| PLO-1 | Understand the Concepts related to Business and subject matter | PO1 |
| PLO-2 | Develop understanding about multiple facets and domains of business environment | PO2 |
| PLO-3 | Acquire the Knowledge to allow for the graduates to understand how the international community works and what type of solutions are needed in dynamic global business world | PO1, PO4 |
| PLO-4 | Able to understand the internal and external environment; How it operates and affects the business environment. Create solutions to provide answers for the new and challenging solutions prevalent within the business world | PO1, PO4 |
| PLO-5 | Understand the National and International political economics and its effects on the business World. Be up to speed to create the impact that is needed at the time for the organizations | PO1, PO5 |

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| **Course Objectives (COs)** | |
| CO-1 | Create an understanding of international business environment and the skills needed for future leaders to prosper and establish themselves in the global environment. |
| CO-2 | Comprehend the concepts related to leadership and practice their implementations through active projects |
| CO-3 | Develop the capacity to create moral courage, which strengthens the ability to lead |
| CO-4 | Enhance the capacity to asses the needs for different types of leadership styles at different stages of career growth. |

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| **Course Learning Outcomes (CLOs):**  **After completing this course, students shall be able to:** | | |
|  | | **Mapping the CLOs with PLOs** |
| CLO-1 | Know the changes in leadership theories and practices that have occurred over time in the international perspective. Understand how these enhancements affect the leadership decision making in current business environment. | PLO1, PLO3 |
| CLO-2 | Understand the importance of ethical leadership practices in today’s GLOBAL business environment. Understand the importance of work ethic in an international business environment. Be able to assess why people do what they are doing in business leadership roles and how is it affecting the international business arena. | PLO2 |
| CLO-3 | To apply the knowledge and concepts learnt in the class to real life organizations and to create relevant set of solutions and recommendations for organization building solutions for global markets. | PLO3 |
| CLO-4 | To learn how managers can be motivated to become leaders. The course helps you develop and understand what it takes to be an effective leader. | PLO4 |
| CLO-5 | How political economy and culture affects the leadership skills acquired over time. This course also focuses on how managers can develop to become leaders, with learning, practice and discipline. | PLO5 |

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| **Assurance of Learning and Assessment Items:**  *Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs* | |
| **Assessment Item** | **Application/ Objectives**  **PLO / CO / CLO** |
| Case Studies | Affects the Understanding of the course material along with the application of the concepts  PLO/CO/CLO – 1/3/5 |
| Active Projects | Allows students to get a comprehensive exposure of the overall business environment  PLO/CO/CLO – 1-2/3/2-5 |
| Presentations | Polishes the Presentation Skills of students and their communication skills  PLO/CO/CLO – 1-4/1-3/4-5 |
| Class Activities | Quick assessments are provided to students which allows them in improving their learning skills and application skills  PLO/CO/CLO – 1-4/1-3/4-5 |
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| **Assessment Structure and Grading Policy\*:** | | |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Quizzes | 10 | Biweekly |
| Assignments | 10 | Biweekly |
| Case Studies | 10 | Biweekly |
| Mid-term exam | 15 | One-time assessment |
| Activities in Class | 10 | Weekly |
| Active Project | 20 | On going through the semester |
| Final exam | 25 | One-time assessment |
| **Total** | **100** |  |
| **Notes – Norms and Important Class Policies:**  *(such as submission guidelines, academic honesty, make-up policy, code of conduct)*   * Be On Time   You need to be at class at the assigned time. After 10 minutes past the assigned time, you will be marked absent.   * Mobile Policy   **TURN OFF YOUR MOBILE PHONE!** It is unprofessional to be texting or otherwise.   * Email Policy   **READ YOUR EMAILS!** You are responsible if you miss a deadline because you did not read your email. Participants should regularly check their university emails accounts regularly and respond accordingly.   * Class Attendance Policy   A minimum of 80% attendance is required for a participant to be eligible to sit in the final examination. Being sick and going to weddings are absences and will not be counted as present. You have the opportunity to use 6 absences out of 30 classes. Participants with less than 80% of attendance in a course will be given grade ‘F’ (Fail) and will not be allowed to take end term exams. International students who will be leaving for visa during semester should not use any days off except for visa trip. Otherwise they could reach short attendance.   * Moodle   UMT –LMS (Moodle) is an Open Source Course Management System (CMS), also known as a learning Management System (LMS). Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. If you are facing any problem using Moodle, visit <http://oit.umt.edu.pk/moodle>. For further query send your queries to [moodle@umt.edu.pk](mailto:moodle@umt.edu.pk)   * Harassment Policy   Sexual or any other harassment is prohibited and is constituted as punishable offence. Sexual or any other harassment of any participant will not be tolerated. All actions categorized as sexual or any other harassment when done physically or verbally would also be considered as sexual harassment when done using electronic media such as computers, mobiles, internet, emails etc.   * Use of Unfair Means/Honesty Policy   Any participant found using unfair means or assisting another participant during a class test/quiz, assignments or examination would be liable to disciplinary action.   * Plagiarism Policy All students are required to attach a “Turnitin” report on every assignment, big or small. Any student who attempts to bypass “Turnitin ” will receive “F” grade which will count towards the CGPA. The participants submit the plagiarism report to the resource person with every assignment, report, project, thesis etc. If student attempts to cheat Turnitin, he/she will receive a second “F” that will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook. * Withdraw Policy   Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade W will be awarded to the student which shall have no impact on the calculation of the GPA of the student. A Student withdrawing after the 12th week shall be automatically awarded “F” grade which shall count in the GPA.   * Communication of Results   The results of quizzes, midterms and assignments are communicated to the participants during the semester and answer books are returned to them. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course. | | |

*\*Rubrics for all assessments (including mid and final exams) will be provided separately to the students.*

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| **Weekly Sessions Plan:** | | | |
| **Week** | **Topics / Contents** | **Activity** | **Application/Objectives**  **PLO / CO / CLO** |
| 1 | * Introduction of the course and getting to know one another | * Introductions * Ice-breaking * Discussions | PLO1, CO1, CLO1, Most the Topics are addressing almost all of the PLO/CO/CLO, |
| 2 | Leadership defined  b) Leadership described   * Trait vs. process leadership * Assigned versus emergent leadership * Leadership and power * Leadership and coercion   c) Leadership and management | * Lecture * Activities   Discussions | * Remember, understand, and apply the definition of leadership. * Understand different views of leadership and analyze different leadership styles. * Create point of views about different leadership styles.   PLO, CO, CLO - 1-2-3-4-5 |
| 3 | a) What is trait approach to leadership?   * Common traits of leadership   b) How does the trait approach work?   * Strengths * Criticisms * Application | * Discussions * Case Studies   Leadership Instrument  - Leadership Trait Questionnaire (LTQ)  Assignment  Project Discussion  **Helping a Child is Building a Nation** | * Understand major leadership traits. * Develop a point of view by analyzing and applying traits approach to different business leaders. * Understand strengths, criticism, and application of traits approach.   PLO, CO, CLO - 1-2,3,1-3 |
| 4 | Approach for International business arena  a) Three skills approach  b) Skills model  c) How does skills model work?   * Strengths * Criticisms * Application   Understand through research and discussion and practical exercise what skills are needed for international business | Quiz -1   * Discussions * Case Studies | * Understand what skills approach to leadership is. * Understand what skills model of leadership is. * Understand strengths, criticism and application of skills model, and create point of views bout different business leaders. * Discuss and learn the Skills needed for international business environment.   PLO, CO, CLO - 1-2,3,4 |
| 5 | a) The Style Approach   * The Ohio State Studies * The University of Michigan Studies * Blake and Mouton’s Managerial (Leadership) Grid * Paternalism/Maternalism * Opportunism   b) How does the style approach work?   * Strengths * Criticisms   Application | * Discussions * Case Studies * Leadership Instrument * Style Questionnaire | * Understand and apply strengths, criticisms, and application of the style approach of leadership * Understand the following studies and concepts and evaluate different business leaders for appropriate use of them. * The Ohio State Studies * The University of Michigan Studies * Blake and Mouton’s (Leadership) Managerial Grid * Paternalism /Maternalism   PLO, CO, CLO - 1-2,1,2 |
| 6 | a) Situational Approach  • Leadership styles  • Development Levels  b) How does situational approach work?  • Strengths  • Criticisms  • Application  Understand through research and discussion and practical exercise how to handle cultural situations in international business arena | * Discussions * Case Studies * Leadership Instrument * Assignment | • combining leadership style of the leader and development level of the follower.  • Understand and apply strengths, criticisms, and application of the situational approach to leadership.  • Discuss and learn the handling of cultural issues related with international business environment.  PLO, CO, CLO - 1-4,2-3,2-4 |
| 7 | a) Contingency Theory  • Leadership styles  • Situational variables  b) How does contingency theory work?  • Strengths  • Criticisms  • Applications | Quiz  Case Studies  Discussion  Project discussion | * learning and applying Fiedler’s Contingency Model.   Understand and apply strengths, criticisms, and application of the contingency theory of leadership  PLO, CO, CLO - 1-4,2-3,2 |
| 8 | **MID TERM** |  |  |
| 9 | a) Leader-Member Exchange Theory   * Early Studies * Later Studies * Leadership Making   b) How does LMX Theory work?  Strengths, Criticisms, Applications | Case Studies  Discussion | * help of early and later studies about this theory and grasping the concept of ‘leadership making’.   Understand and evaluate strengths, criticisms, and application of the LMX theory.  PLO, CO, CLO - 1-2,1-3,1-2 |
| 10 | Transformational Leadership   * Transformational leadership definition * Transformational leadership and charisma * A model of transformational leadership   b) How does transformational approach work?   * Strengths * Criticisms   Application |  | • how it relates to charisma.  • Understand and apply a model of transformational leadership.  • Evaluate different leaders and suggest how transformational leadership can play its role in a scenario.  • Understand, apply and evaluate strengths, criticisms, and application of transformational leadership theory.  • How is transformational leadership applicable in international environment  PLO, CO, CLO - 1-2,1-3,1-2 |
| 11 | Authentic  Leadership  • Definition of Authentic leadership  • Historical basis of Authentic  leader  • Characteristics of Authentic Leader  b) Model of Authentic leadership  c) How does Authentic Leadership work?  • Strengths  • Criticisms  • applications | Discussion and Cases . Project Update and application od concepts  Presentations for showing understanding | * Understand the historical basis and ten characteristics of Authentic leader. * Understand, apply, and evaluate Authentic leadership model.   Be able to apply and evaluate strengths, criticism, and application of Authentic leadership  PLO, CO, CLO - 5,3,4 |
| 12 | Discussion about Adaptive Leadership,  Team Leadership and Culture | Discussion and Activities | PLO, CO, CLO – 1-5,1-3,1-5 |
| 13 | Review of Topics covered and Discussions about Project and Learning to date | Activities and Presentations | PLO, CO, CLO – 1-5,1-3,1-5 |
| 14 | Presentations for Project | Presentation |  |
| 15 | Presentations for Project | Presentation | PLO, CO, CLO – 1-5,1-3,1-5 |
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| 17 | Final Term Examination |  |  |

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| **Primary Text Book (s):** |
| * Leadership—Theory and Practice, 8th Edition, by Peter G. Northouse, Published by SAGE Publications. * Strategic Leadership, Johan Adair |

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| **Reference / Supplementary Reading (s):** |
| * Articles and Hand out shall be shared with class occasionally, based on the topics discussed |
| **Useful Online / Web Resources:** |
| * Visit your Moodle and also the website for the textbook |