**University of Management and Technology**

**School of Business and Economics  
Department of Management**

**Course Outline**

Course code: MG 641 Course title: Leadership Theory and Practice

|  |  |
| --- | --- |
| Program | MS Management &SHRM |
| Credit Hours | 3 |
| Duration | 3 Hours (15 sessions) |
| Prerequisites (If any) | None |
| Resource Person  Name and Email | Dr. Muhammad Umer Azeem |
| Counseling Timing  (Room# 7) | Mon (2:00-5:00), Tue (2:00-5:00), Wed (2:00-4:00) |
| Contact no. | +92 42 111 300 200 (extension: 3363) |
| Web Links:- (Face book, Linked In, Google Groups, Other platforms) |  |

**Chairman/Director Programme signature………………………………….Date……………………..**

**Dean’s signature…………………………… ………………….Date………………………………………….**

**Vision**

SBE envisions its success in the sustainable contribution that it will make to the industry, academia and research in public and private sector. SBE will lead by providing professionally competent and ethically conscious human resources engaged in the global and local context to foster socio-economic growth and sustainability for the society. SBE envisages having faculty with high research potential and a deep desire for cutting edge research including collaboration with national and international partners.

**Mission**

Being a research-oriented and student-centric business school, we emphasize research publications in impact journals as well as state-of -the-art learning methodologies.  We will prepare our students to become the future ethical business leaders and the guiding post for the society, while equipping them with the knowledge and skills required by world-class professionals.  We will be the leading choice for organizations seeking highly talented human resource. SBE will foster internationalization with key stakeholders and actively work to exchange best practices with business schools across Pakistan through collaborations, workshops, conferences and other means.

**Program Objectives**

* To develop a sound understanding of solving organizational problems, such as sustainability, through evidence-based theories and practices for managing organizations both at the domestic and global levels.
* To develop competence of understanding management issues at the conceptual level.
* To develop competence of generating and testing ideas using scientific methods.
* To develop competence of presenting research-based management solutions by following world-class professional, academic, and ethical standards.

**Course Objectives**

* Understand and describe the theoretical evolution characterizing the study of leadership.
* Demonstrate the ability to critique and apply leadership theories and concepts to various contexts.
* Describe the ways in which leadership roles and processes may be influenced by political ideologies, globalization, and cultural diversity.
* Understand Gender and Cultural influences on leadership.
* Engage in reflection on personal leadership views, values, and principles.
* Articulate a personal philosophy of leadership.
* Compare and contrast the traditional and emergent Western and Asian paradigms of leadership.

**Teaching Methodology**

Lectures 10%

Class activity 50%

Applied projects 40%

**Grade Evaluation Criteria**

Following is the criteria for the distribution of marks to evaluate final grade in a semester.

|  |  |  |
| --- | --- | --- |
| 1. | Class Attendance / Participation | 10% |
| 2. | Book Review | 10% |
| 3. | Leadership Safari | 05% |
| 4. | Leadership Style | 10% |
| 5. | Mid Term Examination | 10% |
| 6. | Leadership Theory | 10% |
| 7. | Group Movie Analysis | 05% |
| 8. | LMX Theory Project | 10% |
| 9. | MLQ Project | 10% |
| 10. | Research Replication | 20% |
|  | **TOTAL** | **100%** |

**Calendar of Course contents to be covered during semester**

**Course code: MG641 Course title: Leadership Theory and Practice**

|  |  |
| --- | --- |
| **Session** | **Activities** |
| 1 | Knowing more about each other, Intro. to Course and Discussion on Course outline. |
| 2 | Presentation of Leadership Book Review Project (Four Books) |
| 3 | Presentation of Leadership Book Review Project (Four Books) |
| 4 | Presentation of Leadership Book Review Project (Four Books) |
| 5 | Leadership Safari Project |
| 6 | Leadership Style Project |
| 7 | Leadership Style Project |
| 8 | Mid Term Examination |
| 9 | Leadership Theory Project |
| 10 | Leadership Theory Project |
| 11 | Group Movie Analysis Project |
| 12 | LMX Theory Project |
| 13 | Multifactor Leadership Questionnaire Project |
| 14 | Leadership Research Replication Project |
| 15 | Leadership Research Replication Project |

**Leadership Book Review Project**

For this activity, you are required to write a book review of a recommended Leadership book provided you by resource person. Groups of two (02) members per group will be formulated by the resource person. All participants will work in their respective groups for this assignment. All group members are expected to put in equal efforts. If a group feels that a particular member of the group is not participating equally, it is the responsibility of the remaining members to bring this to the knowledge of the resource person immediately. Failure to identify “free riders” in a group will ultimately effect the overall group performance. Project work is to be discussed, explained and presented in class.

Write a summary of the lessons (chapter-wise) you learn from your assigned Leadership book. The number of words must not be less than 2000 words.

The list of the recommended books for the book review assignment is given below:

1. **The Emotionally Intelligent Manager:**Key Emotional Skills of Leadership by *David R. Caruso*
2. **Don’t Oil the Squeaky Wheel:**Ways to Improve Your Leadership Effectiveness by *Wolf J. Rinke*
3. **The Accidental Leader:**What to Do When You are Suddenly Incharge by *Harvey Robbins*
4. **Leadership & Self-Deception:** Getting Out of The Box by The *Arbinger Institute*
5. **The Seven Habits of Highly Effective People** by *Stephen R. Covey*
6. **Leadership Secrets of the World’s Most Successful CEOs:** by *Eric Yaverbaum*
7. **Coaching Skills for the Leaders in the Workplace:** How to Develop, Motivate and get the Best from Your Staff By *Jackie Arnold*
8. **Start with why:**How Great Leaders Inspire Everyone to Take Action by *Simon Sinex*
9. **Develop Your Leadership Skills:** by *John Adair*
10. **100 Ways to Motivate Others:** How Great Leaders can Produce Insane Results Without Driving People Crazy by *Steve Chandler*
11. **The Small Business Leader:** Leadership Strategies for Entrepreneurs by *Ingrid Vaughan*
12. **Friend Leadership:** A Visual Inspiration Book by *HeikkiToivanen*
13. **Losing My Virginity:** (The Autobiography) by *Richard Branson*
14. **Leading Like Madiba:** Leadership Lessons from Nelson Mandela by *Martin Banda*

**Leadership Safari Project**

In order to understand the philosophy of leadership, this project require participants to draw parallels as well as highlight and examine the leadership lessons drawn from nature, particularly so, of the animal kingdom. This fun and educational project looks at the different leadership styles of the animals that a business person encounters every day and gives leaders a leg up through a better understanding of what makes the people around them tick. For example, we can observe several animals like the hen that represents servant leadership and the chameleon which is a composite of several leadership styles.

In a group of two participants, you are required to search the aforementioned information and develop a concept paper /article on leadership lessons we can learn from one animal e.g. Dog, Lion, Hen, Elephant, Ants etc. Participants are required to present their work in the class room by preparing the presentation of ten minute duration.

**Leadership Style Project**

Different types of leadership styles exist in work environments. Advantages and disadvantages exist within each leadership style. The culture and goals of an organization determine which leadership style fits the firm best. Some companies offer several leadership styles within the organization, dependent upon the necessary tasks to complete and departmental needs.

Find a research paper on one of the following leadership style and present the paper in the class as a classroom activity:

* Charismatic Leadership
* Innovative Leadership
* Authoritarian Leadership
* Paternalistic Leadership
* Democratic Leadership
* Laissez-faire Leadership
* Servant Leadership
* Situational Leadership
* Transactional Leadership
* Transformational Leadership

**Leadership Theory Project**

For decades, leadership theories have been the source of numerous studies. In reality as well as in practice, many have tried to define what allows authentic leaders to stand apart from the mass! Hence, there as many theories on leadership as there are philosophers, researchers and professors that have studied and ultimately published their leadership theory.

In a group consisting of three participants, you are required to select one leadership theory and find five research papers on your selected leadership theory. Develop a literature review using the five research papers you have selected and present your review in the study session. You may select your leadership theory from the following leadership theories:

* Great Man Theory
* Trait Theory
* Behavioural Theories
* Situational Leadership Theory
* Contingency Theories
* Transactional leadership Theories
* Transformational Leadership Theories

**Group Movie Analysis Project**

Movies are a lot more than just a medium of entertainment. Just as we connect and relate to some of the movie characters and live with them for those brief hours, at times even they are built from the real life characters. There have been many great flicks which have entered and stayed in our hearts and most of these movies have had a character or two in them which we remember and adore forever. Such movies or characters become admirable because either we relate to them or more so, we wish to be like them. And the characters who teach us a lesson are loved the longest. In this project, participants are required to pick some of the great characters from one of the selected movie from Hollywood or Bollywood, whom you admire for either their uniqueness, brashness, determination or most importantly their great leadership skills. Participants are required to present their work in the class room and also submit it in written form.

**LMX Theory Project**

Based on your understanding of the Leadership Management Dynamics, explain how the theory of LMX can help to strengthen the relationship between the superior and the subordinates and how it helps to ensure effective performances in employees. In answering, ensure that you use at least 6 – 8 different sources of references to support your arguments as well as to ensure effective referencing. Please submit a soft copy of this project for checking the similarity and present your work in class as a classroom activity as well.

**Multifactor Leadership Questionnaire Project**

The Multifactor Leadership Questionnaire (MLQ) measures a broad range of leadership types from passive leaders, to leaders who give contingent rewards to followers, to leaders who transform their followers into becoming leaders themselves. The MLQ identifies the characteristics of a transformational leader and helps individuals discover how they measure up in their own eyes and in the eyes of those with whom they work. Success can be measured through a retesting program to track changes in leadership style. Participants are required to take the MLQ from the resource person, get it filled from some managers, compute the results as instructed and present the results as a classroom activity.

**Leadership Research Replication Project**

Replicating (or more precisely, reproducing) other scholars’ work is a key element of the scientific process. Replications can help scholars assess the validity of previous studies. They can also help identify important qualifications of previous findings or expose limitations of extant work. To engage with quantitative social scientific studies, you will replicate (reproduce) a study of your choice or from a list of suggestions using the methods you are learning in our course. This assignment will also give you some insight on how to conduct your own data analysis. You will need to obtain data, describe them, and analyze them in a manner suited for publication. At a minimum, this assignment will give you the tools to complete all necessary steps to use quantitative methods to answer a research question. In an ideal case, a replication will give you the foundation for an opportunity to improve upon existing work and write your own publishable research paper.

You need to identify a scholarly article from a reputed research journal that uses quantitative methods and for which replication data (Research Framework, Questionnaires etc.) is publicly available. After you sign up for the article any time after start of the semester, you can start your work; you need to complete your final replication project by 12th week.

**STUDENTS ARE REQUIRED TO READ AND UNDERSTAND ALL ITEMS OUTLINED IN THE PARTICIPANT HANDBOOK**

**Class Policy:-**

* 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 weddingsare 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.