

**DEREE COLLEGE SYLLABUS FOR: MG 4121 LEADERSHIP**

(Updated Fall 2021)

**UK LEVEL: 6**  
**UK CREDITS: 15**  
**US CREDITS: 3/0/3**

**PREREQUISITES:**

MG 2003 Management Principles **or**  
 MG 2014 Introduction to HRM

**CATALOG DESCRIPTION:**

Major theories and research findings in leadership. Application of theories and concepts to develop critical thinking and leadership skills. The dynamics of leadership. Topics include motivating and influencing people; power, politics and negotiation; teambuilding; managing conflict, leading decision groups; transformational, strategic leadership and change.

**RATIONALE:**

Leadership is key to the strategic long-term growth and success of every organization. The study of leadership provides students with the conceptual models, behavioral approaches and self-assessment tools necessary for effective leadership and strategic choice. This course examines the significant role of the leader and is directed toward the growth and development of people.

**LEARNING OUTCOMES:**

- As a result of taking this course, the student should be able to:
1. Explain the major theories and models of leadership and analyse their interrelationships.
  2. Assess a leader's leadership style and integrity.
  3. Apply a variety of theories, models and tactics that would be effective in different contexts and situations.
  4. Assess one's own strengths and weaknesses as a leader.

**METHOD OF TEACHING AND LEARNING:**

- In congruence with the learning and teaching strategy of the College, the following tools are used:
- Classes consist of lectures, case studies, experiential exercises, and in-class discussion of related material.
  - Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material.
  - Use of Blackboard, where instructors post lecture notes, online quizzes assignment instructions, required readings, timely announcements, as well as additional resources.

**ASSESSMENT:**

**Summative:**

<b>First assessment</b> Written project; Individual; 2,300 – 2,700	<b>60%</b>
<b>Final assessment</b> Final examination (2-hour, essay-type)	<b>40%</b>

**Formative:**

	<table border="1" data-bbox="521 48 1222 138"> <tr> <td>Student presentations on leaders and</td> <td>0%</td> </tr> <tr> <td>Experiential activities, self-assessment</td> <td>0%</td> </tr> <tr> <td>Case studies, discussion of research articles</td> <td>0%</td> </tr> </table> <p>The formative coursework aims to prepare students for the written project and the final examination.  The written project tests Learning Outcomes 1, 2  The final examination tests Learning Outcomes 3, 4.</p> <p>Students are required to resit failed assessments in this module.</p>	Student presentations on leaders and	0%	Experiential activities, self-assessment	0%	Case studies, discussion of research articles	0%
Student presentations on leaders and	0%						
Experiential activities, self-assessment	0%						
Case studies, discussion of research articles	0%						
<p><b>INDICATIVE READING:</b></p>	<p><b>REQUIRED READING:</b></p> <p>Northouse, P. 2018. Leadership: Theory and Practice. Sage Publications, 8th edition, International student edition</p>						
	<p><b>RECOMMENDED READING:</b></p> <p>Audenaert, M., &amp; Decramer, A. (2018). When empowering leadership fosters creative performance: The role of problem-solving demands and creative personality. <i>Journal of Management &amp; Organization</i>, 24(1), 4–18.</p> <p>Aydogmus, C., Camgoz, S. M., Ergeneli, A., &amp; Ekmekci, O. T. (2018). Perceptions of transformational leadership and job satisfaction: The roles of personality traits and psychological empowerment. <i>Journal of Management &amp; Organization</i>, 24(1), 81–107.</p> <p>Behrendt, P., Matz, S., &amp; Göritz, A. S. (2017). An integrative model of leadership behavior. <i>The Leadership Quarterly</i>, 28(1), 229–244.</p> <p>Cheong, M., Spain, S.M, Yammarino, F.J., &amp; Yun, S. (2016). Two faces of empowering leadership: Enabling and burdening, <i>The Leadership Quarterly</i>, 27 (4), 602-616.</p> <p>Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., &amp; Tsai, C. Y. (2019). A review of the effectiveness of empowering leadership. <i>The Leadership Quarterly</i>, 30(1), 34–58.</p> <p>Domínguez-Escrig, E., Mallen Broch, F. F., Chiva Gomez, R., &amp; Lapiedra Alcami, R. (2016). How does altruistic leader behavior foster radical innovation? The mediating effect of organizational learning capability. <i>Leadership &amp; Organization Development Journal</i>, 37(8), 1056–1082.</p> <p>Eva, N., Robin, M., Sendjaya, S., van Doerendonck, D. &amp; Liden, R. C. (2019). Servant Leadership: A systematic review and call for future research. <i>The Leadership Quarterly</i>, 30(1), 111-132.</p> <p>Fischer, T., Dietz, J., &amp; Antonakis, J. (2017). Leadership process models: A review and synthesis, <i>Journal of Management</i>, 43 (6), pp. 1726-1753.</p> <p>Hughes, D. J., Lee, A., Tian, A. W., Newman, A., &amp; Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. <i>The Leadership Quarterly</i>, 9(5), 549–569.</p> <p>Lam, W., Lee, C., Taylor, M.S. &amp; Zhao, H.H. (2018). Does Proactive Personality Matter in Leadership Transitions? Effects of Proactive Personality on New Leader Identification and Responses to New Leaders and their Change Agendas. <i>AMJ</i>, 61, 245–263.</p>						

	<p>Lin, S-H., Scott, B.A. &amp; Matta, F.K (2019). The Dark Side of Transformational Leader Behaviors for Leaders Themselves: A Conservation of Resources Perspective. <i>AMJ</i>, 62, 1556–1582.</p> <p>Mokhber, M., Khairuzzaman, W., &amp; Vakilbashi, A. (2018). Leadership and innovation: The moderator role of organization support for innovative behaviors. <i>Journal of Management &amp; Organization</i>, 24(1), 108–128.</p> <p>Naqshbandi, M. M., Tabche, I., &amp; Choudhary, N. (2019). Managing open innovation: The roles of empowering leadership and employee involvement climate. <i>Management Decision</i>, 57(3), 703–723.</p> <p>Schepker, D.J., Nyberg, A.J., Ulrich, M.D. and Wright, P.M. (2018). Planning for Future Leadership: Procedural Rationality, Formalized Succession Processes, and CEO Influence in CEO Succession Planning. <i>AMJ</i>, 61, 523–552.</p> <p>Sendjaya, S., Eva, N., Robin, M., Sugianto, L., ButarButar, I. and Hartel, C. (2019), "Leading others to go beyond the call of duty: A dyadic study of servant leadership and psychological ethical climate", <i>Personnel Review</i>, <a href="https://doi.org/10.1108/PR-08-2018-0285">https://doi.org/10.1108/PR-08-2018-0285</a>.</p> <p>Tasoulis, K, Krepapa, A, Stewart, MM (2019). Leadership integrity and the role of human resource management in Greece: Gatekeeper or bystander? <i>Thunderbird International Business Review</i> 61: 491– 503.</p> <p>van Kleef, G. A., Heerdink, M. W., Cheshin, A., Stamkou, E., Wanders, F., Koning, L. F., Fang, X., &amp; Georgeac, O. A. M. (2021). No guts, no glory? How risk-taking shapes dominance, prestige, and leadership endorsement. <i>Journal of Applied Psychology</i>. Advance online publication. <a href="https://doi.org/10.1037/apl0000868">https://doi.org/10.1037/apl0000868</a></p> <p>Yammarino, F.J., Cheong, M., Kim, J. and Tsai, C.-Y. (2020), "Is Leadership More Than "I Like My Boss"?*", Buckley, M.R., Wheeler, A.R., Baur, J.E. and Halbesleben, J.R.B. (Ed.) <i>Research in Personnel and Human Resources Management (Research in Personnel and Human Resources Management, Vol. 38)</i>, Emerald Publishing Limited, pp. 1-55. <a href="https://doi.org/10.1108/S0742-730120200000038003">https://doi.org/10.1108/S0742-730120200000038003</a></p>
<b>COMMUNICATION REQUIREMENTS:</b>	Use of appropriate academic conventions as applicable in oral and written communications.
<b>SOFTWARE REQUIREMENTS:</b>	MS Office
<b>WWW RESOURCES:</b>	<a href="http://www.ccl.org/index.shtml">www.ccl.org/index.shtml</a> <a href="http://mitleadership.mit.edu/">http://mitleadership.mit.edu/</a> <a href="http://centres.insead.edu/global-leadership/">http://centres.insead.edu/global-leadership/</a>
<b>INDICATIVE CONTENT:</b>	<ol style="list-style-type: none"> <li>1. Introduction to Leadership</li> <li>2. Leader-Follower Relationship:</li> <li>3. Fairness, Trust, Ethical Behavior</li> <li>4. Leaders and the Role of Personal Traits</li> <li>5. Leadership and the Role of Gender</li> <li>6. Leader Emergence</li> <li>7. Leadership as an Influence Process</li> <li>8. Leadership and Leader Behavior</li> </ol>

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|  | <ol style="list-style-type: none"><li>9. Leadership and Situational Differences</li><li>10. Leadership in the Cross – Cultural Context</li><li>11. Followers and the Leadership Process</li><li>12. Participative, Charismatic, Transformational Leadership</li><li>13. Leadership Integrity</li></ol> |
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