

# **ORGANIZATIONAL LEADERSHIP**

## **Course Syllabus**

### **1. General Information**

Course name: Organizational leadership

Course code: MAR

Number of credits: 2

Faculty: Marketing

Instructors:

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### **2. Objectives**

This subject is designed to improve the critical thinking skills. It will not only be helping to evaluate leadership theories but also to think critically about how leaders operate in practice. Demonstrate an awareness of how leadership behaviours and practices are shaped, if not determined, by the external business environment and by internal factors in the organization.

Each chapter explains and critiques classical and modern leadership theories and actual practices. The role of Human Resource Management (HRM) and leadership in promoting organizational outcomes in the areas of talent management, performance management and leadership development will be analysed. Moreover, students are encouraged to question, to be critical and to seek multi-causality when analysing leadership aim to critically examine contemporary leadership theories including followership, gender and leadership, and the role of leadership in public sector organizations and in promoting pro-environment behaviours and urban and regional innovation.

### **3. Abstract**

The process perspective espoused in this subject conceptualizes leadership, not simply as a position, but as a dynamic relational phenomenon residing in a specific organizational context. In consequence, it implies that a leader affects and is affected by followers and the context. Studying organizational leadership systematically, therefore, involves a close examination of three interlocking factors: context, leader and followers. These, in turn, influence the leadership relationship and can affect organizational effectiveness.

**Organizational leadership is divided into four parts which are interconnected:**

Explains the closely connected concepts of management and leadership before contextualizing leadership behaviour and action by examining the external and internal forces that influence the behaviour of leaders and followers, power, national culture and

ethics.

Reviews and critically analyses a selected number of traditional and contemporary theories of leadership, including trait, behaviour, contingency, charisma and transformative, relational and distributed.

Shifts the focus, this time to analyze how the complementary field of HRM informs and directs the way leadership and management are practiced and how they impact on employees and organizational performance outcomes.

#### 4. Teaching and learning methods

Lectures: 24h

In class discussion & practice: 6h

Individual reading:

#### 5. Prerequisites

#### 6. Learning Outcomes

On successful completion of this unit a learner will:

LO1. Understand the internal and external forces influencing leadership, as well as addressing issues such as ethics, power, culture and innovation.

LO2. Understand theories reviews and how to analyze traditional and contemporary leadership theories.

LO3. Understand how to manage people and leadership built on the idea of leadership as a human process and how complementary aspects of HRM can inform leadership practice and its outcomes on employees as well as organizational performance.

LO4. Understand typical issues regarding contemporary leadership including the shift of leadership studies towards followership, gender and leadership and pro-environmental leadership.

#### 7. Assessment criteria

<b>Outcomes</b>	<b>Learning outcomes</b> On successful completion of this unit a learner will:	<b>Assessment criteria for pass</b> The learner can:
<b>LO1.</b>	<b>Understand the internal and external forces influencing leadership, as well as addressing issues</b>	<ul style="list-style-type: none"><li>• Describe and explain the nature of leadership</li><li>• Describe and explain the relationship of strategic management, innovation and leadership</li><li>• Describe and explain the relationship of power</li></ul>

<b>Outcomes</b>	<b>Learning outcomes</b> On successful completion of this unit a learner will:	<b>Assessment criteria for pass</b> The learner can:
	<b>such as ethics, power, culture and innovation</b>	and leadership • Explain the relationship of culture and leadership • Explain the relationship of ethics and leadership
<b>LO2.</b>	<b>Understand theories reviews and how to analyze traditional and contemporary leadership theories</b>	• Explain leader traits, behavior and contingency theories of leadership • Explain charismatic and transformational leadership • Describe and understand relational and distributed theories of leadership
<b>LO3.</b>	<b>Understand how to manage people and leadership built on the idea of leadership as a human process and how complementary aspects of HRM can inform leadership practice and its outcomes on employees as well as organizational performance</b>	• Describe and explain the nature of HRM and the relationship with leadership • Describe and explain talent management • Explain performance management and leadership • Describe and understand how to evaluate leadership development
<b>LO4.</b>	<b>Understand typical issues regarding contemporary leadership including the shift of leadership studies towards followership, gender and leadership and pro-environmental leadership</b>	• Explain the role of followers, communications, gender and relationships with leadership • Understand and explain leadership in public sector organizations • Explain leading pro-environmental change • Demonstrate understanding about place-based leadership for urban and regional innovation

## 8. Outlines

### Chapter 1: The nature of leadership

- 1.1. Defining leadership
- 1.2. Leadership and management
- 1.3. Mapping the changing study of leadership
- 1.4. Critical leadership studies

1.5. The employment relationship

## **Chapter 2: Strategic management, innovation and leadership Strategic management**

2.1. A framework for studying strategy and leadership

2.2. The nature of innovation

2.3. The external and internal contexts driving innovation

2.4. Leaders' roles in innovation processes

2.5. Evaluation and criticism

## **Chapter 3: Power and leadership**

3.1. Conceptualizing power

3.2. Different perspectives on power

3.3. Power and management

## **Chapter 4: Culture and leadership**

4.1. The nature of national cultures

4.2. Understanding organizational culture

4.3. Perspectives on organizational culture

4.4. Organizational culture, climate and leadership

4.5. Evaluation and criticism

## **Chapter 5: Ethics and leadership**

5.1. The nature of ethical leadership

5.2. Philosophical approaches to ethical leadership

5.3. Dimensions of ethical leadership

5.4. Organizations behaving badly: failures in ethical leadership

5.5. Context, the rhetoric and reality

5.6. Whistleblowing: is it responsible behaviour?

5.7. Millennial leadership, digitization and artificial intelligence stop

## **Chapter 6: Trait, behaviour and contingency theories of leadership**

6.1. Leader traits and attributes

6.2. Leader behaviour and styles

6.3. Contingency theories of leadership

## **Chapter 7: Charismatic and transformational leadership**

7.1. The nature of charismatic leadership

7.2. Neo-theories of charismatic leadership

7.3. Transformational leadership

7.4. Critiquing charismatic and transformational leadership

## **Chapter 8: Relational and distributed theories of leadership**

- 8.1. Classical relational studies
- 8.2. Contemporary theories of relational leadership
- 8.3. Positivist dyadic relational perspectives
- 8.4. Social constructionist group-level relational perspectives
- 8.5. The growth of distributed leadership
- 8.6. Practicing distributed and shared leadership
- 8.7. Evaluation and criticism

## **Chapter 9: HRM and leadership**

- 9.1. The nature of human resource management
- 9.2. Scope and functions of human resource management
- 9.3. Theorizing human resource management
- 9.4. Human resource management and leadership
- 9.5. Critiquing the human resource management discourse

## **Chapter 10: Talent management and leadership**

- 10.1. The nature of talent and talent management
- 10.2. Leading and managing talent
- 10.3. The influence of 'talented followership' on co-producing leadership
- 10.4. Collaborative talent management
- 10.5. Critiquing the talent management debate

## **Chapter 11: Performance management and leadership**

- 11.1. The nature and purpose of performance management
- 11.2. Determinants of employee and organizational performance
- 11.3. Historical milestones in the development of performance management
- 11.4. The performance management appraisal process
- 11.5. Modelling leadership and performance
- 11.6. Problems of methodology and theory
- 11.7. Criticism of individual performance appraisals

## **Chapter 12: Leadership development**

- 12.1. Leader and leadership development in organizations
- 12.2. Reflection and critical thinking for leadership development
- 12.3. What capabilities should leaders develop?
- 12.4. Approaches to leaders' development
- 12.5. Approaches to the development of leadership in others

## **Chapter 13: Followers, communications and leadership**

- 13.1. The nature of followership
- 13.2. Follower behaviour and personality

- 13.3. Follower behaviour and motivation
- 13.4. Dialogic conversation and leadership

#### **Chapter 14: Gender and leadership**

- 14.1. The nature of diversity
- 14.2. The glass ceiling, the labyrinth and the glass cliff
- 14.3. Gender pay gap
- 14.4. Women in global leadership
- 14.5. Millennial women and leadership
- 14.6. Future challenges for practices of gender diversity and inclusion
- 14.7. Supporting women to lead

#### **Chapter 15: Leadership in public sector organizations**

- 15.1. Problematizing public sector leadership
- 15.2. Distinctive challenges associated with public sector leadership
- 15.3. The new public management and the rise of transformational leadership
- 15.4. Beyond transformational leadership: shared and distributed leadership
- 15.5. Challenges of distributed leadership in public sector organizations
- 15.6. Leadership and performance in public sector organizations

#### **Chapter 16: Leading pro-environmental change**

- 16.1. The nature of environmental sustainability
- 16.2. Employees' pro-environmental behaviours and environmental management systems
- 16.3. Environmental leadership, organizational change and culture
- 16.4. Creating a sustainable workplace through human resource practices
- 16.5. Employee voice in environmental sustainability
- 16.6. Critical perspectives on corporate-oriented sustainability

#### **Chapter 17: Leading urban and regional innovation**

- 17.1. The nature of place-based leadership for urban and regional innovation
- 17.2. Regional innovation systems and strategies
- 17.3. Placed-based leadership
- 17.4. Place-based leaders, knowledge producers and decision makers
- 17.5. Generative leadership-a missing link in transformative efforts
- 17.6. Criticism and exemplary research for place-based leadership

### **9. Required Textbooks**

Bratton, J. (2020), Organizational leadership, SAGE Publications

### **10. Suggested Textbooks**

## 11. Schedule

Slot	Main contents	Specific contents and activities	Student's tasks before and after class
1	<b>Introduction</b> <b>Chapter 1: The nature of leadership</b>	<ul style="list-style-type: none"> <li>Introduce about lecturer</li> <li>Course introduction: outline and schedule, assessment overview, course materials and guide on assignments, assessment criteria</li> </ul>	<b>Before class:</b> <ul style="list-style-type: none"> <li>Reading Chapter 1 of required textbook.</li> </ul> <b>After class:</b> <ul style="list-style-type: none"> <li>Reading the course's syllabus</li> <li>Subgroups</li> <li>Choose the topic of the group exercise</li> </ul>
2	<b>Chapter 1 (cont)</b>	<ul style="list-style-type: none"> <li>Defining leadership</li> <li>Leadership and management</li> <li>Mapping the changing study of leadership</li> <li>Critical leadership studies</li> <li>The employment relationship</li> </ul> <u><b>Activity</b></u> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	
	<b>Assignment coaching</b>	<ul style="list-style-type: none"> <li>Review of contents of assignment</li> <li>Answer students' questions on assignment</li> </ul>	
3	<b>Chapter 1: Strategic management, innovation and leadership strategic management</b>	<ul style="list-style-type: none"> <li>A framework for studying strategy and leadership</li> <li>The nature of innovation</li> <li>The external and internal contexts driving innovation</li> <li>Leaders' roles in innovation processes</li> <li>Evaluation and criticism</li> </ul> <u><b>Activity</b></u> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	<b>Before class:</b> <ul style="list-style-type: none"> <li>Reading Chapter 2 of required textbook.</li> </ul> <b>After class:</b> <ul style="list-style-type: none"> <li>Do tasks of the assignment</li> </ul>
4	<b>Chapter 3: Power and leadership</b>	<ul style="list-style-type: none"> <li>Conceptualizing power</li> <li>Different perspectives on power</li> <li>Power and management</li> </ul> <u><b>Activity</b></u>	<b>Before class:</b> <ul style="list-style-type: none"> <li>Reading Chapter 3 of required textbook.</li> </ul> <b>After class:</b>

Slot	Main contents	Specific contents and activities	Student's tasks before and after class
		<ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Do tasks of the assignment</li> </ul>
5	<b>Chapter 4: Culture and leadership</b>	<ul style="list-style-type: none"> <li>• The nature of national cultures</li> <li>• Understanding organizational culture</li> <li>• Perspectives on organizational culture</li> <li>• Organizational culture, climate and leadership</li> <li>• Evaluation and criticism</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>• Reading Chapter 4 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>• Do tasks of the assignment</li> </ul>
6	<b>Chapter 5: Ethics and leadership</b>	<ul style="list-style-type: none"> <li>• The nature of ethical leadership</li> <li>• Philosophical approaches to ethical leadership</li> <li>• Dimensions of ethical leadership</li> <li>• Organizations behaving badly: failures in ethical leadership</li> <li>• Context, the rhetoric and reality</li> <li>• Whistleblowing: is it responsible behaviour?</li> <li>• Millennial leadership, digitization and artificial intelligence stop</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>• Reading Chapter 5 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>• Do tasks of the assignment</li> </ul>
7	<b>Chapter 6: Trait, behaviour and contingency theories of leadership</b>	<ul style="list-style-type: none"> <li>• Leader traits and attributes</li> <li>• Leader behaviour and styles</li> <li>• Contingency theories of leadership</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>• Reading Chapter 6 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>• Do tasks of the assignment</li> </ul>



Slot	Main contents	Specific contents and activities	Student's tasks before and after class
		<ul style="list-style-type: none"> <li>- Give examples, discussion and critical thinking</li> </ul>	
8	<b>Chapter 7: Charismatic and transformational leadership</b>	<ul style="list-style-type: none"> <li>• The nature of charismatic leadership</li> <li>• Neo-theories of charismatic leadership</li> <li>• Transformational leadership</li> <li>• Critiquing charismatic and transformational leadership</li> </ul> <p><u><b>Activity</b></u></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>• Reading Chapter 7 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>• Do tasks of the assignment</li> </ul>
9	<b>Chapter 8: Relational and distributed theories of leadership</b>	<ul style="list-style-type: none"> <li>• Classical relational studies</li> <li>• Contemporary theories of relational leadership</li> <li>• Positivist dyadic relational perspectives</li> <li>• Social constructionist group-level relational perspectives</li> <li>• The growth of distributed leadership</li> <li>• Practising distributed and shared leadership</li> <li>• Evaluation and criticism</li> </ul> <p><u><b>Activity</b></u></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>• Reading Chapter 8 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>• Do tasks of the assignment</li> </ul>
10	<b>Chapter 9: HRM and leadership</b>	<ul style="list-style-type: none"> <li>• The nature of human resource management</li> <li>• Scope and functions of human resource management</li> <li>• Theorizing human resource management</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>• Reading Chapter 9 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>• Do tasks of the assignment</li> </ul>

Slot	Main contents	Specific contents and activities	Student's tasks before and after class
		<ul style="list-style-type: none"> <li>Human resource management and leadership</li> <li>Critiquing the human resource management discourse</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	
	<b>Tasks' assignments tutorial</b>	<ul style="list-style-type: none"> <li>Review of contents of requirements of tasks of the assignment</li> <li>Answer students' questions related to tasks in theirs</li> </ul>	
11	<b>Chapter 10: Talent management and leadership</b>	<ul style="list-style-type: none"> <li>The nature of talent and talent management</li> <li>Leading and managing talent</li> <li>The influence of 'talented followership' on co-producing leadership</li> <li>Collaborative talent management</li> <li>Critiquing the talent management debate</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>Reading Chapter 10 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>Do tasks of the assignment</li> </ul>
12	<b>Middle term exam</b>	- Do middle term exam with 2-4 essay questions.	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>Reading Chapter 1-10 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>Do tasks of the assignment</li> </ul>
	<b>Tasks' assignments tutorial</b>	<ul style="list-style-type: none"> <li>Review of contents of requirements of tasks of the assignment</li> <li>Answer students' questions related to tasks in theirs</li> </ul>	
13	<b>Chapter 11: Performance management and leadership</b>	<ul style="list-style-type: none"> <li>The nature and purpose of performance management</li> <li>Determinants of employee and organizational performance</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>Reading Chapter 11 of required textbook.</li> </ul> <p><b>After class:</b></p>

Slot	Main contents	Specific contents and activities	Student's tasks before and after class
		<ul style="list-style-type: none"> <li>Historical milestones in the development of performance management</li> <li>The performance management appraisal process</li> <li>Modelling leadership and performance</li> <li>Problems of methodology and theory</li> <li>Criticism of individual performance appraisals</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	<ul style="list-style-type: none"> <li>Do tasks of the assignment</li> </ul>
14	<b>Chapter 12: Leadership development</b>	<ul style="list-style-type: none"> <li>Leader and leadership development in organizations</li> <li>Reflection and critical thinking for leadership development</li> <li>What capabilities should leaders develop?</li> <li>Approaches to leaders' development</li> <li>Approaches to the development of leadership in others</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>Reading Chapter 12 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>Do tasks of the assignment</li> </ul>
15	<b>Chapter 13: Followers, communications and leadership</b>	<ul style="list-style-type: none"> <li>The nature of followership</li> <li>Follower behaviour and personality</li> <li>Follower behaviour and motivation</li> <li>Dialogic conversation and leadership</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>Reading Chapter 13 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>Do tasks of the assignment</li> </ul>

Slot	Main contents	Specific contents and activities	Student's tasks before and after class
		<ul style="list-style-type: none"> <li>- Give examples, discussion and critical thinking</li> </ul>	
16	<b>Chapter 14: Gender and leadership</b>	<ul style="list-style-type: none"> <li>• The nature of diversity</li> <li>• The glass ceiling, the labyrinth and the glass cliff</li> <li>• Gender pay gap</li> <li>• Women in global leadership</li> <li>• Millennial women and leadership</li> <li>• Future challenges for practices of gender diversity and inclusion</li> <li>• Supporting women to lead</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>• Reading Chapter 14 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>• Do tasks of the assignment</li> </ul>
	<b>Tasks' assignments tutorial</b>	<ul style="list-style-type: none"> <li>• Review of contents of requirements of tasks of the assignment</li> <li>• Answer students' questions related to tasks in theirs</li> </ul>	
17	<b>Chapter 15: Leadership in public sector organizations</b>	<ul style="list-style-type: none"> <li>• Problematizing public sector leadership</li> <li>• Distinctive challenges associated with public sector leadership</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>• Reading Chapter 15 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>• Do tasks of the assignment</li> </ul>
18	<b>Chapter 15: Leadership in public sector organizations (cont)</b>	<ul style="list-style-type: none"> <li>• The new public management and the rise of transformational leadership</li> <li>• Beyond transformational leadership: shared and distributed leadership</li> <li>• Challenges of distributed</li> </ul>	

Slot	Main contents	Specific contents and activities	Student's tasks before and after class
		<p>leadership in public sector organizations</p> <ul style="list-style-type: none"> <li>Leadership and performance in public sector organizations</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>Discussing the concepts</li> <li>Give examples, discussion and critical thinking</li> </ul>	
19	<b>Chapter 16: Leading pro-environmental change</b>	<ul style="list-style-type: none"> <li>The nature of environmental sustainability</li> <li>Employees' pro-environmental behaviours and environmental management systems</li> <li>Environmental leadership, organizational change and culture</li> <li>Creating a sustainable workplace through human resource practices</li> <li>Employee voice in environmental sustainability</li> <li>Critical perspectives on corporate-oriented sustainability</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>Discussing the concepts</li> <li>Give examples, discussion and critical thinking</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>Reading Chapter 16 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>Do tasks of the assignment</li> </ul>
	<b>Tasks' assignments tutorial</b>	<ul style="list-style-type: none"> <li>Review of contents of requirements of tasks of the assignment</li> <li>Answer students' questions related to tasks in theirs</li> </ul>	
20	<b>Chapter 17: Leading urban and regional innovation</b>	<ul style="list-style-type: none"> <li>The nature of place-based leadership for urban and regional innovation</li> <li>Regional innovation systems and strategies</li> <li>Placed-based leadership</li> </ul>	<p><b>Before class:</b></p> <ul style="list-style-type: none"> <li>Reading Chapter 17 of required textbook.</li> </ul> <p><b>After class:</b></p> <ul style="list-style-type: none"> <li>Do tasks of the assignment</li> </ul>

Slot	Main contents	Specific contents and activities	Student's tasks before and after class
		<ul style="list-style-type: none"> <li>Place-based leaders, knowledge producers and decision makers</li> <li>Generative leadership-a missing link in transformative efforts</li> <li>Criticism and exemplary research for place-based leadership</li> </ul> <p><b><u>Activity</u></b></p> <ul style="list-style-type: none"> <li>- Discussing the concepts</li> <li>- Give examples, discussion and critical thinking</li> </ul>	
21	<b>Feedback on the assignment</b>	<ul style="list-style-type: none"> <li>Presentations' teams</li> <li>Give comments on the assignment results</li> </ul>	Give questions and discuss each other.
22	<b>Feedback on the assignment</b>	<ul style="list-style-type: none"> <li>Presentations' teams</li> <li>Give comments on the assignment results</li> </ul>	Give questions and discuss each other.
	<b>General review and discussion</b>	<ul style="list-style-type: none"> <li>Give a general review of the course's contents and discussion</li> </ul>	

## 12. Grading Policy

	Assignment	Importance
1	Class participation/In class activities	20%
2	Midterm exam (individual)	10%
3	Group assignment	20%
4	Final exam (individual)	50%

### Class participation

Note: Punctual and regular attendance is a minimum expectation for this course. The students must not be absent more than 20% of total scheduled learning slots. In addition, the students are encouraged to actively participate in discussion of case studies and discussion questions to further increase the component score.

### Midterm exam

In the 12<sup>th</sup> slot, students will be given a case study/a scenario with some relevance to the organizational leadership topics being discussed, and be asked to discuss or explain their point of view in a limited amount of class time.

## Group assignment

Students are assigned to a group of 4-5 members on a voluntary basis. Each group is given or can choose **a real company** and is required to complete the following tasks:

- Task 1: Describe the organizational leadership activities of the chosen company
- Task 2: Analyze the scope of leadership, the role and importance of leadership with the chosen company
- Task 3: Identify difficulties associated with leadership activities in the chosen company.
- Task 4: Suggest how the leadership activities in the chosen company can be improved

However, this assignment also encourages students to apply knowledge and develop skills in leadership in **case studies** in order to become familiar with the reality of organizational leadership activities and to understand the scope of leadership, the role and importance of leadership. Students are able to try to apply the knowledge related in the given case studies which correspond to all learning outcome of the unit/course.

As a result of the group project, each group must deliver a research report and present it. The oral presentation of each group must be no longer than 15 minutes.

## Final exam

The final exam consists of from two to three **essay questions** that might be related to any topic related to organizational leadership in the course.