THOMPSON RIVERS UNIVERSITY

Course Outline

Department of Management
School of Business and Economics

BUSN 6040/1-3
Leadership and Organizational Development (3,0,0)

Calendar Description

Students adopt a systematic understanding of the characteristics of a successful leader and what is required by leaders to attune and align organizations to the ever-changing global business environment. Topics include new realities as a force for change; the prime task of leadership – identifying new realties; critical systems thinking; philosophies, theories, and styles of leadership; the systematic leadership approach; authority, obedience, and power; authority, power, leadership, and group dynamics; organizational behavior, group dynamics, and change; the shadow side of leadership; leadership and ethics; systematic leadership and strategy; and 'the leader in you'.

Educational Objectives/Outcomes

After completing this course, students should be able to:

1. Explain the new realities facing business organizations today and how organizations need to develop to become adaptive to change.
2. Illustrate the role of leadership in a changing business environment.
3. Incorporate critical systems thinking into organizational decision-making.
4. Distinguish between and illustrate an understanding of the various styles, theories, and philosophies of leadership.
5. Identify the key elements found with systemic leadership and illustrate some of the key challenges in executing tasks.
6. Differentiate between authority and leadership, and illustrate the challenges that come with authority.
7. Recognize the relationship between authority, power, leadership, and group dynamics.
8. Apply a group relations approach to understand human behaviour.
9. Illustrate an understanding of the personal challenges of taking a leadership role.
10. Discuss the relevant ethical principles when making management decisions.
11. Describe an organization's strategy and explain how to prepare the organization to adapt.
12. Examine their own leadership abilities.

Prerequisites

Meets the admission requirements to the MBA

Co-requisites

Texts/Materials

Textbook
Beerel, A. (2009). <u>Leadership and Change Management</u>. Los Angeles: Sage Publications.

Other Materials
Ancona, D., Malone, T. W., Orlikowski, W. J., and Senge, P. M. (February, 2007). "In Praise of the Incomplete Leader." Harvard Business Review, 92–100.

Bennis, W. G., and Thomas, R. J. (September, 2002). "Crucibles of Leadership." Harvard Business Review, 39–45.

Bower, J. L. (2011). Leaders who make a difference: Sam Palmisano's smarter IBM. (CD-ROM) Harvard Business Review.

Collins, J. (July–August, 2005). "Level 5 Leadership: The Triumph of Humility and Fierce Resolve." Harvard Business Review, 136–146.

Drucker, P. F. (June, 2004). "What Makes an Effective Executive." Harvard Business Review, 82(6): 58–63.

Everest: Leadership and Team Simulation. Harvard Business Publishing. [online simulation]
George, B., Sims, P., McLean, A.N., and Mayer, D. (February, 2007). "Discovering Your Authentic Leadership." Harvard Business Review, 129–138).

Goffee, R., and Jones, G. (September–October, 2000). "Why Should Anyone Be Led by You?" Harvard Business Review, 63–70.

Goleman, D. (January, 2004). "What Makes a Leader?" Harvard Business Review, 82–91.
Heifetz, R. A., and Laurie, D. L. (December, 2001). "The Work of Leadership." Harvard Business Review, 131–141.

Kotter, J. P. (December, 2001). "What Leaders Really Do." Harvard Business Review, 85–96.
Rooke, D., and Torbert, W. R. (April, 2005) "Seven Transformations of Leadership." Harvard Business Review, 66–76.

Toffler, A. (1990). Chapter 1 - The 800th Lifetime in Future shock (pp. 14–18). New York: Bantam Books.

Student Evaluation

Campus	
Personal reflection on leadership	10%
Debate and research report	30%
MBA Oath	10%
Case study discussion (in class and written)	20%
Final exam	20%

Online	
Discussions (4)	20%
Assignments (4)	40%
Final exam	40%

Students must pass the final exam with a grade of 50% or higher to pass the course.

Course Topics

1. New Realities as the Force for Change
   - Primary goal of organizations
   - Awareness of new realities
   - Forces of change
   - change and loss
   - Good and bad change
   - Adaptive, creative, and innovative responses to change

2. The Prime Task of Leadership – Identifying New Realities
   - Prime task of leadership – identifying new realities
   - Identifying the changes
   - Systemic leadership
   - Inductive thinking

3. Critical Systems Thinking
   - What is a system?
   - Living systems and adaptation
   - What is systems theory?
     - Applying systems theory
   - A systems thinking mindset
     - Big picture thinking
     - Values and roles
   - Benefits of systems thinking
   - Challenges to our thinking process

4. Philosophies, Theories, and Styles of Leadership
   - Defining leadership
   - Leadership theory, practice, and paradigms

- Transformational versus transactional leadership
- Servant leadership

5. Systemic Leadership Approach
   - Systemic leadership – the concept
   - Goal of systemic leadership
   - Systemic leadership as transformational leadership
   - role of leadership vs. the role of authority
   - Adaptive vs. technical work
   - Tasks of systemic leadership
   - Importance of vision

6. Authority, Obedience, and Power
   - Defining authority
   - role of authority in our lives
   - Obedience and authority
   - Concept of transference
   - Max weber and authority
   - Formal and informal authority

7. Authority, Power, Leadership, and Group Dynamics
   - Positional power
   - Personal power
   - Authority and new realities
   - Leading with or without authority

8. Organizational Behaviour, Group Dynamics, and Change
   - Organizational behaviour and systems thinking
   - Loss and values tensions
   - Tasks of organizations
   - Group relations approach
   - Ethical orientation of groups
   - Anxieties, defenses, and tensions of change
   - Capacity to adapt
   - Containment function of leadership
   - Holding environment

9. Shadow Side of Leadership
   - Seduction of leadership
   - Warning signs of shadow leadership
   - challenge of reality
   - Leaders and narcissism
   - Fear and power – a deadly mix

10. Leadership and Ethics
- Ethics and today's business environment
- Ethics and morality
- Ethical question
- Moral power of groups
- Corruption

11. Systemic Leadership and Strategy
- Remaining relevant
- Adaption and the learning organization
- Distributed market leadership
- Strategy process

12. The Leader in You
- Optimal skills and capabilities required of systemic leaders
- Exercising leadership in response to group behaviour

Methods for Prior Learning Assessment and Recognition

Students can apply for PLAR in any course but it cannot be used to meet the program residency requirement.

Attendance Requirements – Include if different from TRU Policy

As per TRU policy.

Special Course Activities – Optional

Use of Technology – Optional