BMA 5016A: Leadership in Organisations

Session: Semester 2, 2010/2011

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<tr>
<th>Instructors:</th>
<th>Associate Professor Audrey Chia</th>
<th>Usa Skulkewathana</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-mail:</td>
<td><a href="mailto:audreychia@nus.edu.sg">audreychia@nus.edu.sg</a></td>
<td><a href="mailto:bizus@nus.edu.sg">bizus@nus.edu.sg</a></td>
</tr>
<tr>
<td>Office location</td>
<td>BIZ2, 03-12</td>
<td>BIZ2, 03-16</td>
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Objectives

This course aims to:
- Deepen your understanding of the nature of leadership
- Increase your knowledge of the theoretical frameworks that can be used to think leadership, and build your ability to apply those theories;
- Provide some insights into how to behave as a leader and sharpen your leadership skills.

Course description

We begin by surveying some of the key debates in the field of leadership. Next, we consider the full range model of leadership and theories of transformational leadership. We also reflect on our experiences and strengths and weaknesses as leaders. On the second day, we examine the organizational context of leadership, focusing on ethical leadership and the power of leadership. The last day considers the collaborative nature of leadership and team leadership. We conclude by imagining and thinking about the future and its implications for leadership in organisations.

Readings and resources

For a list of the readings for this module, please refer to http://www.bschool.nus.edu.sg/staff/bizchiaa/index.html. Please check the IVLE regularly for announcements, updates, the class forum and other supplementary materials.
Learners’ responsibilities

To gain the most from this course, it is imperative that you be prepared for all classes. You should have read the cases and completed the readings and other assignments before coming to class. You will be responsible for participating actively in case discussions, critiques, debates or project work. In terms of attitude, be willing to question, think critically and learn from others.

Outside of classes, our main mode of communication with the class will be via IVLE and e-mail. It will be your responsibility to check your NUS mailbox regularly, and to also read the announcements, updates and other materials uploaded to the IVLE.

Assessment

Preparation and participation 30%
In-class test 35%
Project 35%

A. Preparation and participation 30%

You will be assessed on the quality of your comments, questions and contributions to class discussions and learning. Participation in the IVLE forum will also be taken into account.

B. In-Class test 35%

This is to be done individually without any help from others. The test will be held in the afternoon of the second day of class.

C. Project and presentation (to be done in groups) 35%

In this assignment, you will do independent project on a particular leader that your group has chosen to focus on.

Requirements

Based on your project, you will write a case study and make a presentation. Both are due in the afternoon of the last class session. In class, you should submit a hard copy of the report.

You should also upload to the IVLE project workbin the following items:

(a) the soft copy of the report and

(b) any other materials you used during the presentation – e.g., Powerpoint slides.

Please upload the items by 11.59 pm on the day of the last class session.
To write the project report, refer to the guide given below.

**Subject**
You will do an in-depth study of an organizational leader. Read widely and think about your own work experience to identify possible leaders for the project. Make sure that the subject you have selected is substantial and interesting.

To identify a leader to be studied, refer to sources such as books, newspapers, journals and the web. In the past, students have written on topics such as the change leadership of Rudy Giuliani in New York City after 9/11.

Your approach should not be to merely describe the leader and what he/she did but also to analyse the leader and organization using relevant concepts and models. You should draw learning points from the case and suggest how the leader might have been more effective.

You should use the web, media, books and journals, library and other resources to write the case. You may also conduct fieldwork and interviews of the relevant organizations or individuals to collect data for the case, but do bear in mind the tight schedule.

**Project report (in the form of a case study)**
You may use the following questions as a guide to writing the case report.

- What is the leader’s background? (Make this brief. Any other information that is interesting but not directly useful to the case can be shown in an appendix).
- What challenges or issues did the leader face?
- How did the leader respond?
- Concentrate on analysing how the leader acted. What was done well and what could have been done better? How would you act if you were the leader?
- What are the main learning points from your study of the leader?

A hard copy of the report should be submitted to us **during the last class session**.

**Writing the report**
The main text **should not exceed 4000 words**. Aside from the main text, your report should also include a complete list of references naming all the sources that you used. You may also include any other appendices you judge necessary. The reference list and appendices **will not** count towards the length limit. You may use any standard referencing and citation style: see [http://www.lib.nus.edu.sg/lion/s/citation.html](http://www.lib.nus.edu.sg/lion/s/citation.html). Just be consistent – adopt one style and use it throughout. Another good writing reference is the booklet, “Writing with Sources” by Gordon Harvey of the Harvard Expository Writing Programme – go to [http://www.fas.harvard.edu/~expos/index.cgi?section=resources](http://www.fas.harvard.edu/~expos/index.cgi?section=resources) and click on the link for “Writing with Sources”.

Type your case using double spacing, one-inch margins and font size 12. Check grammar and spelling.
Credits
At the end of your report, please give a short description how each group member contributed to the project.

Presentation
Plan for a presentation that lasts 15 minutes. This will be followed by questions from the class. Focus on the main points. Do not repeat everything in the report. You may use any format for the presentation: role play, debate, seminar, interaction with the class, etc. Be as creative as you like.
Bring a copy of whatever you have read in preparation for this case, to class. Also bring interview transcripts and whatever data you have collected. You will need it to answer questions and verify facts.

Peer review
a) After the last class, you will be asked to do a peer evaluation of the performance and contribution of all the members in your project group.
b) In addition, every group’s presentation will be peer reviewed by others in the class based on the following criteria:
   Clarity
   Ability of the group to draw learning points from the case
   Degree to which the presentation provoked further thinking and ideas
   General quality of the presentation.

   Enjoy working on the project and presentation!

Academic honesty
Please acknowledge all references and sources that you use in your work. This is not just good manners but also academic honesty.