



**INSTITUTE OF BUSINESS & MANGEMENT (IB&M)**  
**UNIVERSITY OF ENGINEERING AND TECHNOLOGY**  
**(UET), LAHORE**



**COURSE OUTLINE**

Course: **Leadership Strategies**  
Qazi Credit Hours: 3

Instructor: **Dr. Tehmina Fiaz Qazi**  
Total hours: **16\*3= 48**

**Course Introduction:**

The primary learning objective of this course is to provide a blend of theoretical knowledge and practical skills necessary to improve each participant's leadership skills. This course examines the various perspectives on leadership, including a study of different leadership styles, the distinction between leadership and management, decision-making and ethical professional behavior in a leadership role as applied to a variety of situations. This course includes leadership self-assessment and leadership strategies to fit different temperaments, cultures, learning styles, preferences and values.

**Learning objectives**

Upon successful completion of Conflict Management, students should be able to:

- Understand the fundamental aspects of managing and leading organizations
- Examine the behaviours and traits of both effective managers and leaders
- Examine relevant issues in applied management and leadership; including ethics, gender, globalization, and strategic management.

Sr#	Course Learning Objectives	Link with Program Learning Objectives
1.	Know the difference between leadership and management.	a) Demonstrate competency in the underlying concepts, theory and tools taught in the core curriculum.
2.	To adopt appropriate leadership style according to the situation.	a) Use analytical and reflective thinking techniques to identify and analyze problems, develop viable alternatives, and make effective decisions.
3.	Contrast and compare different leadership theories; apply leadership theories to supportive relationship development.	a) Demonstrate competency in the underlying concepts, theory and tools taught in the core curriculum.  b) Apply appropriate quantitative and qualitative techniques in solving business problems.
4.	Demonstrate and evaluate leadership development as a relational process (among leaders, followers and other stakeholders).	a) Demonstrate competency in the underlying concepts, theory and tools taught in the core curriculum.
5.	To know the basics of cultural sensitivity, importance of ethics, diversity and knowledge management.	

**Textbooks:**

Leadership: Research Findings, Practice and Skills (7th edition) by Andrew J. DuBrin, published by South-Western – Cengage Learning, 2012

**Optional:**

Manning, G. and Curtis, K. (2009) The art of leadership (3rd Ed.) McGraw-Hill Inc.

**Journals:**

Sorenson, R. L. (1999). Conflict management strategies used by successful family businesses. *Family business review*, 12(4), 325-340.

Valentine, P. E. (2001). A gender perspective on conflict management strategies of nurses. *Journal of Nursing Scholarship*, 33(1), 69-74.

Ohbuchi, K. I., Fukushima, O., & Tedeschi, J. T. (1999). Cultural values in conflict management: Goal orientation, goal attainment, and tactical decision. *Journal of Cross-Cultural Psychology*, 30(1), 51-71.

**Electronic resource(s):**

[http://conflict911.com/resources/Conflict Quizzes and Assessments/](http://conflict911.com/resources/Conflict_Quizzes_and_Assessments/)

<http://workplaceconflictresolution.com.au/blog/>

<https://www.law.utah.edu/so-little-time-so-much-to-read-conflict-management-blogs-i-follow/>

<https://books.google.com.pk/books?id=wJFDkEHJZ0C&printsec=frontcover&dq=subject:%22Conflict+management%22&hl=en&sa=X&ved=0ahUKEwjye6HiZjWAhXBBBoKHTrRA-4Q6AEIMDAC#v=onepage&q&f=false>

<https://www.skillsyouneed.com/rhubarb/negotiation-across-cultures.html>

<http://www.managementstudyguide.com/role-of-communication-in-negotiation.htm>

[http://www.zeepedia.com/read.php?conflict diagnosis who needs to know about conflict diagnosis steps in conflict diagnosis conflict managment&b=30&c=6](http://www.zeepedia.com/read.php?conflict%20diagnosis%20who%20needs%20to%20know%20about%20conflict%20diagnosis%20steps%20in%20conflict%20diagnosis%20conflict%20managment&b=30&c=6)

<http://www.huffingtonpost.com/anne-loehr/leadership-guide-for-hand b 5327795.html>

### Detailed Weekly Plan

<b>Week no.</b>	<b>Topics to be covered in the course</b>	<b>Learning Objective of this topic</b>	<b>Expected Outcomes from Students</b>	<b>Link with course learning objectives</b>	<b>Teaching Method</b>	<b>Assessment Criteria</b>
1.	Context in leadership	Relationship between leadership and management theories	Understand the relationship between leadership and management theories Understand the key leadership theories explored	To provide an understanding of what leadership and management p is all about.	Lecture Group discussion	Class Activity/ exercises
2.	Challenges in leadership	Leadership theories overview Challenges for leadership in the information services professions	Critically reflect on, and identify, the challenges for leadership in the information services professions	To provide an understanding of what leadership and management p is all about.	Lecture Group discussion	Class Activity
3.	Knowing yourself as a leader	Understanding and leading individuals Coaching, mentoring and facilitating Creating and leading teams	Appreciate the complexity and challenges associated with leading individuals Understand the concepts of coaching, mentoring and facilitating and debate their value in an information services context Understand approaches to creating and leading teams Critically Reflect on your own experience within a team and its leadership	To provide an understanding of what leadership and management p is all about.	Lecture Group discussion	Class activity
4.	Developing leaders	Models and theories of leadership development Leadership development for yourself Leadership development for others	Understand the different models and theories associated with leadership development Critically assess leadership development approaches for the information professions	To provide an understanding of what leadership and management p is all about.	Lecture Case study: Lego	Class Activity / Assignment

			Demonstrate knowledge of development approaches for yourself and for others			
5.	Class Quiz	Will be decided accordingly.	Will be a part of sessional marks	Understanding of learned concepts		Quiz
6.	Contingency & Situational Leadership	Describe how the situation influences the choice of leadership objectives. Present an overview of the contingency theory of leadership effectiveness. Explain the Path-Goal Theory of leadership effectiveness. Explain Situational Leadership II (SLII). Use the Normative Decision Model to determine the most appropriate decision-making style in a given situation. Explain the basics of leadership during a crisis. Explain how evidence-based leadership can contribute to contingency and situational leadership.	Demonstrate knowledge of theories associated with adopting an appropriate leadership style as per the context.	To adopt appropriate leadership style according to the situation.	Lecture Group Discussion Case Study	Quiz
7.	International & Culturally Diverse Aspects of Leadership	Explain the potential ethical and competitive advantage from leading and managing diversity. Describe how cultural factors, including values, influence leadership practice. Explain the contribution of cultural sensitivity and cultural intelligence to leadership effectiveness. Explain how global leadership skills contribute to leadership effectiveness. Pinpoint leadership initiatives to enhance the acceptance of cultural	There are some cultures that like to have a team of negotiators rather than just a single negotiator.  Other cultures want to create a friendly relationship. That is to say, they may want to know the person with whom they're doing business.  Others care little about the people and just want the contract signed or price agreed.  There are cultures that like to stay silent and others that have a penchant for	Culture and gender governs our social and personal lives.	Lecture Group Discussion Class activity	Assignment Quiz

		diversity	storming leadership. Males and females may lead differently.			
<b>8.</b>	<b>Mid-Term Examination</b>					
9.	Charismatic and transformational leadership	Describe many of the traits and behaviors of charismatic leaders. Explain the visionary component of charismatic leadership. Explain the communication style of charismatic leaders. Have an action plan for developing your charisma. Explain the nature of transformational leadership. Identify several of the impacts of charismatic and transformational leadership on performance and behavior. Describe the concerns about charismatic leadership from the scientific and moral standpoint.	To know the differences and pros and cons of these two type of leadership.	To adopt appropriate leadership style according to the situation.	Lecture Class activity Case Study: Atlas Honda Pakistan	Quiz Assignment.
10.	Power, politics, and leadership sources and types of power	Sources and types of power Tactics for becoming an empowering leader Factors that contribute to organizational politics Political tactics and strategies Exercising control over dysfunctional politics	Effective delegation and empowerment	Demonstrate and evaluate leadership development as a relational process (among leaders, followers and other stakeholders).	Lecture Group discussion	Class Activity
11.	Developing teamwork	Team leadership and solo leadership The leader's role in the team-based organization Outdoor training and team development	Teamwork checklist	To know the basics of cultural sensitivity, importance of ethics, diversity and knowledge	Lecture	Quiz Assignment

				management.		
12.	Strategic leadership and knowledge management	Describe the nature of strategic leadership. Explain how to use the SWOT model to assist in strategic planning. Identify a number of current business strategies. Describe how leaders contribute to the management of knowledge and the learning organization.	To know how to develop an organization into a learning organization.	To know the basics of cultural sensitivity, importance of ethics, diversity and knowledge management.	Lecture Group discussion	Quiz
13.	Leadership development and succession	Explain how leaders develop through self-awareness and self-discipline. Explain how leaders develop through education, experience, and mentoring. Summarize the nature of leadership development programs. Describe the nature of leadership succession.	Students will develop a comprehensive set of practical skills and tools to develop themselves and others as a leader and how the board chooses a successor.	Will integrate and appropriately apply a broad range of theoretical concepts, processes and methodologies in analyzing, managing and resolving conflicts relevant to their emphasis of study.	Lecture Case study McDonalds	Assignment
14.	Class presentations	Will be decided accordingly.	Will be a part of sessional marks	Understanding of learned concepts		Assigned topics
15.	Class presentations	Will be decided accordingly.	Will be a part of sessional marks	Understanding of learned concepts		Discussion
16.	<b>Final-Term Examination</b>					

**Grading Scheme:**

Mid Term	30%
Final Exam	40%
Presentation(s)	10%
Assignments	05%
Class activities/participation	05%
Quizzes	05%
Attendance	<u>05%</u>
<b>Total</b>	<b>100%</b>

There will be a closed-book mid-term exam (minimum duration 1 hour) and final-term exam (minimum duration 1.5 hours) in which material from lectures, assigned readings/handouts, and the textbook will be covered. The exams will test your understanding of the course material and your ability to apply the concepts learned.

Prior Preparation, Regular Attendance, and Professional Participation in all classes is expected and rewarded. Come to the Class prepared to lead the class discussion for analytical interpretations, alternative strategies, and persuasive solutions.

**Attendance Requirements:**

- Students failing to maintain a minimum attendance of 75% in a subject during a semester shall be awarded a "WF" grade.
- It is strongly recommended that students attend every class session.



**Classroom Behavior:**

In class all cell phones must be turned off or set on “silent mode.” During lectures use of mobile phone or other gadgets without the permission of instructor is not allowed.

**Students Responsibilities:**

The Participant is responsible for all information presented in class (unless told otherwise) and all information in the reading assignments, whether or not covered by the instructor. In case of absence it is the participant’s responsibility to get class notes, handouts, and/or directions from a classmate.

**Honesty Policy:**

A Participant found in cheating on any exam/ assignment/ project will receive no credit (i.e. no grade) for that exam/ assignment/ project.

**Note:** Kindly arrive on time and leave as scheduled. Quality of (almost) all communications, written and oral, will be evaluated.

---