

LEADERSHIP

Course code	<i>MNG118</i>
Compulsory in the programmes	<i>Compulsory/elective</i>
Level of studies	<i>Undergraduate</i>
Number of credits	<i>6 ECTS (48 in-class hours + 6 consultation hours + 2 exam hours, 106 individual work hours)</i>
Course coordinator (title and name)	<i>Dr. Isaac Wanasika</i>
Prerequisites	-
Language of instruction	<i>English</i>

THE AIM OF THE COURSE:

This course provides the critical element of analytical and intellectual examination and reflection of certain core issues in leadership practice. These objectives will be achieved through open discussion, honest self-assessment, experiential exercises, and observation of real-life leadership practice.

Learning Outcomes of the Course

Course level learning outcomes (objectives)	Degree level learning objectives (Number of LO)	Assessment methods	Teaching methods
CLO1. Demonstrate an understanding of the concept of effective leadership, its utility, and its relevance to managing a business or other field of human activity.	BLO1.1. BLO2.1. BLO4.1. BLO4.3.	Exam, case study, film review	Lectures, case studies, discussions, self-study, reflection, video
CLO2. Compare and contrast traditional and emergent paradigms of leadership and apply critical thinking to leadership theories and practices.	BLO1.2. BLO2.1. BLO2.1. BLO4.3.	Case study, personal leadership philosophy statement, exam	Lectures, problem-solving workshops, self-study, case studies, video
CLO3. To form teams and provide them with a clear vision, mission, values, and strategic goals; create a most favorable atmosphere for creative teamwork.	BLO1.2. BLO2.1. BLO2.1. BLO4.3.	Class participation, case analysis assessment, and final exam.	Lectures, problem-solving workshops, case studies, self-study
CLO4. Diagnose current strengths and development needs as team leaders and as learners.	BLO1.2. BLO4.3.	Class participation, case analysis assessment, and exam.	Lectures, problem-solving workshops, case studies, self-study
CLO5. Understand gender and cultural influences on leadership.	BLO1.2. BLO2.1. BLO4.3.	Class participation, coursework assessment, and exam.	Lectures, problem-solving workshops, case studies, self-study
CLO6. Develop increased personal awareness about	BLO1.2.	Class participation,	Lectures, problem-

students' own leadership practice through self-reflection.	BLO4.3.	leadership philosophy statement, and final exam.	solving workshops, case studies, self-study
CLO7. Demonstrate skills of collaborative learning, facilitating the learning of others and helping others become better leaders.	BLO1.2. BLO4.2. BLO4.3.	Group work, case study, and film review.	Coursework; studying readings, preparing for group presentations

ACADEMIC HONESTY AND INTEGRITY

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

COURSE OUTLINE

Topic	In-class hours	Readings
Introduction: Exploring Leadership. Historical perspectives of leadership.	4	Ch 1 (Howell)
Effective Leadership Behaviours	4	Ch 2 (Howell, Yukl)
Trait Theories	4	Ch 7 (Yukl)
Power and Influence	4	Ch 6 (Yukl)
Charismatic and Transformational Leadership	4	Ch 9 (Yukl)
Cases in Charismatic and Transformational Leadership	4	Part II, III (Howell)
Contingency Leadership Theories	4	Ch 8 (Yukl)
Ethical, Servant and Spiritual Leadership	4	Ch 13 (Yukl)
Cross-Cultural Leadership (GLOBE)	4	Handout
Strategic Leadership	4	Handout
Special topics in Leadership Complexity Leadership Theory Distributed Leadership Shared Leadership Leadership Skills Development	4	Handouts
Leadership through the Movies Project	4	

	Total: 48 hours	
CONSULTATIONS	2	
FINAL EXAM	2	

FINAL GRADE COMPOSITION

Type of assignment	%
<i>Group Components 25%</i>	
Leadership through the Movies Project	25
<i>Individual Components 75%</i>	
Leadership self-assessment	20
Final Exam	40
Class participation	15
Total:	100

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

Grading Criteria for Presentations: The evaluation process will be explained in class before the first project/presentation. Paper and presentations will be based on predetermined rubrics. Students will be expected to dress professionally for their presentations.

Examination

The exam is a closed book.

The final exam counts towards 40% of the final grade. The exam consists of multiple-choice questions from theory and exercises.

Group Project

Leadership through the Movies (25%).

Students will be divided into groups of 3-5, and each group will be assigned a leader. The group's purpose is to watch a given leadership movie, analyze key leadership themes, identify critical actors in a leading role, connect their leadership characteristics/behavior to prevailing theories, and provide a critique. Each member will be responsible for focusing on a specific aspect of the film. The group's leader will be responsible for coordinating all the submissions and preparing a coherent presentation. Finally, the group will orally present the findings to the class on an assigned date.

Leadership self-assessment (20%).

The leadership self-assessment assignment is about "Who Do You Choose to be and What Difference Do You Wish to Make as a Leader." Your assignment should address the following questions:

What area/field in which would you like to make a difference? Why is good leadership needed?

Why do you care about making a difference in this specific area?

What is the specific issue, and why is change or improvement needed?

Does that relate to your "why" (purpose) question?

To lead and make a difference in that area and the complex world, what are some steps you need to take to do so?

How would you lead to make the difference you would like to make?

In what way do you think the world would be a better place because you have led?

In what way would you grow as a person because you have led?

How will you sustain your brand as a leader and use your position to develop successors?



Each student will prepare a leadership self-assessment paper based on instructions and rubrics. Due on the third week (20%).

Attendance and Participation

Students are required to read assigned readings **before each class**. Class attendance is recommended. Arrivals and early departures are not allowed. Class participation and involvement are worth 15%.

RETAKE POLICY

Students who receive a failing final grade will have the right to retake the exam during the re-sit week. Retake will comprise 40% of the final grade.

REQUIRED READINGS

1. Howell, Wanasika & Mendez (2025). *Snapshots of Great Leadership*, 3e. Routledge.
2. Yukl, G. (2002). *Leadership in Organizations*. New Jersey: Prentice Hall.
3. Handouts

ANNEX

DEGREE LEVEL LEARNING OBJECTIVES

Learning objectives for the Bachelor of Business Management

Programmes:

International Business and Communication,

Business Management and Marketing,

Finance,

Industrial Technology Management,

Entrepreneurship and Innovation

Learning Goals	Learning Objectives
Students will be critical thinkers	BLO1.1. Students will be able to understand core concepts and methods in the business disciplines
	BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions
Students will be socially responsible in their related discipline	BLO2.1. Students will be knowledgeable about ethics and social responsibility
Students will be technology agile	BLO3.1. Students will demonstrate proficiency in common business software packages
	BLO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	BLO4.2. Students will be able to convey their ideas effectively through an oral presentation
	BLO4.3. Students will be able to convey their ideas effectively in a written paper

Learning objectives for the Bachelor of Social Science

Programmes:

Economics and Data Analytics,

Economics and Politics

Learning Goals	Learning Objectives
Students will be critical thinkers	ELO1.1. Students will be able to understand core concepts and methods in the key economics disciplines
	ELO1.2. Students will be able to identify underlying assumptions and logical consistency of causal statements
Students will have skills to employ economic thought for the common good	ELO2.1. Students will have a keen sense of ethical criteria for practical problem-solving
Students will be technology agile	ELO3.1. Students will demonstrate proficiency in common business software packages
	ELO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	ELO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	ELO4.2. Students will be able to convey their ideas effectively through an oral presentation
	ELO4.3. Students will be able to convey their ideas effectively in a written paper