

**THE CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT**  
**COURSE UNIT DESCRIPTION**

Course Unit Title	<b>LEADING AND MANAGING PEOPLE AND ORGANIZATIONS</b>	
Course Unit Code	MB685	
Type of Unit	Core	
Level of Course Unit	First cycle	
Year of Study	First / Second year	
Semester	On Demand	
Number of ECTS Credits	6 ECTS	
Course Unit Objectives	The objective of this course is for students to understand the nature of effective leadership both as individuals and in teams, to analyze their own goals and skills, and to plan their own leadership journey ahead in a global and diverse environment. Students will also apply the concepts of Organizational Behavior (OB) at the individual, group, and organizational levels of analysis and contribute to their development as effective managers and leaders in their organizations.	
Learning Outcomes	On completion of this course students are expected to:	
	CILO 1	Debate existing leadership theories in order to develop their leadership and managerial skills.
	CILO 2	Critically assess their personal, motivational, and teamwork roles.
	CILO 3	Develop a personal leadership and action plan.
	CILO 4	Critically apply the key theoretical anchors of organizational theory to varied practical organizational situations.
	CILO5	Recognize the international dimension of the business context and how it informs the effective application of theories, models and management concepts in organizations around the world.
	CILO6	Assess the complexity of organizational-level phenomena and recognize how organizational elements, such as structure and culture, play a key role in the optimal utilization of human capital and the achievement of superior organizational performance.
	CILO7	Recognize and apply the drivers of individual behavior and performance that contribute to the development of a motivated and productive workforce.
	CILO8	Identify and analyze the factors that influence team performance at work.
Name of Lecturer(s)	Mr. Willman Brian	
Mode of delivery	Face to Face	
Prerequisites or corequisites	None	
Course Content	Introductory session	CILO 1
	What makes for success and failure?	CILO 1
	What can we learn about effective leadership and management?	CILO 1
	Why should anyone want to follow you?	CILO 1
	Situational Leadership	CILO 1
	Effective Delegation; Motivation and Engagement.	CILO 1
	What motivates you and others? - Debrief Work Interests	CILO 2
	Questionnaire and explore cultural differences	CILO 2
	Avoiding “Groupthink”; Handling Conflict; Building Effective Teams - debrief Belbin questionnaire	CILO 2
	Case study: Wolfgang Keller at Konigsbrau-Hellas (A); Effective Feedback	CILO 1
	Personal development and career planning	CILO 3
	Introduction to Organizational Behavior.	CILO 4

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	Making sense of organizations and organizational structure.	CILO 4, 5, 6
	Understanding organizational culture.	CILO 4,5,6
	Motivation & empowerment: basic principles and practical applications.	CILO 6,7
	Teams and involvement at work	CILO 7,8

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<p>Recommended or required reading</p>	<p><u>Pre-Work</u>  It is important that you complete the Belbin Self-Perception Inventory and Work Interests Schedule before the session, and read the materials provided</p> <p><u>Articles</u>  Read the following articles, and come to class ready to comment on them:  Goffee, R. &amp; Jones, G. (2000). <i>Why Should Anyone Be Led by You?</i> Harvard Business Review.  Herzberg, F. (2003). <i>One More Time – How do you Motivate Employees?</i> Harvard Business Review Motivating people series.  Jolly, R. <i>Delegation</i>, London Business School</p> <p><u>Textbook</u>  McShane, S. L. &amp; Von Glinow, M. A. (2010). <i>Organizational Behavior: Emerging Knowledge and Practice for the Real World</i> (5th edition). NY: McGraw-Hill.</p> <p><u>Further reading</u>  Adler, P. (1999). <i>Building better bureaucracies</i>. Academy of Management Executive, 13, 36-46.  Bartlett, A. &amp; Ghoshal, S. (1990). <i>Matrix Management: Not a structure, a frame of mind</i>. Harvard Business Review, 68, 138-145.  Ford, R., &amp; Randolph, W. (1992). <i>Cross-functional structures: a review and integration of matrix organization and project management</i>. Journal of Management, 18, 267-294.  Herzberg, F. (2003). <i>One More Time – How do you Motivate Employees?</i> Harvard Business Review, Motivating people series.  Katzenbach, J., Steffen, I., &amp; Kronley, C. (2012). <i>Cultural change that sticks</i>. Harvard Business Review, 111-117.  Katzenbach, J. &amp; Smith, D. (2005). <i>The discipline of teams</i>. Harvard Business Review, 83, 111-120.  Kerr, S. (1995). <i>On the folly of rewarding A, while hoping for B</i>. Academy of Management Executive, 9: 7-14.  Locke, E. A., &amp; Latham, G. P. (2004). <i>What should we do about motivation theory? Six recommendations for the twenty-first century</i>. Academy of Management Review, 29(3), 388-403  Nohria, N., Groysberg, B. &amp; Lee, L. (2008). <i>Employee motivation</i>. Harvard Business Review, 86, 78-84.  Schein, E. (1983). <i>The role of the founder in creating organizational culture</i>. Organizational Dynamics, 12, 13-28.</p> <p><u>Case Study</u>  Read the case study, ‘Wolfgang Keller at Konigsbrau-Hellas (A)’, and come ready to answer the following questions:  What is your analysis of the situation facing Keller as he returns to Athens?  How effective has Keller been as a coach and appraiser?  What is your assessment of Petrou’s performance? Be as specific as you can. What actions should Keller now take?</p> <p><u>Questionnaires</u>  Complete both questionnaires and bring your results to class</p>
	<p>The Belbin Team Roles Questionnaire  The Work Interests Schedule Questionnaire</p>

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Planned learning activities and teaching methods	Lectures; in-class discussions and debates; in-class exercises; team work; selfassessment instruments; (questionnaire analysis)
Assessment methods and criteria	10% Participation (contribution in class discussion and exercises) 90% Final exam
Language of Instruction	English
Work Placement(s)	Not applicable