



THE CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT
COURSE UNIT DESCRIPTION

Course Unit Title	LEADING AND MANAGING PEOPLE AND ORGANIZATIONS	
Course Unit Code	MB685	
Type of Unit	Core	
Level of Course Unit	Second 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.
Mode of delivery	Face to Face	
Prerequisites or corequisites	None	
Course Content	Leadership and management: what do successful organisations do? Leadership definitions: trait, style, situational, follower focused	CILO 1, 2
	Motivational theories: Taylor, Mayo, Hertzberg, Maslow. Do financial incentives work? Beyond Maslow: the Work Interests Schedule (10 key motivators of performance applied to self and others). Cross cultural difference. Career derailleurs.	CILO 2, 4, 5, 7
	Feedback as a driver of personal and organisational performance. Giving difficult messages – the defended self	CILO 4, 7
	Building high performance teams: style differences, structure and balance, avoiding groupthink, encouraging innovation, team role differences. Culturally diverse teams	CILO 2, 7, 8
	Being a follower focused leader: vision and purpose, situation sensing, how leaders use stories. Self analysis and analysis of other organisations	CILO 1, 3, 4, 7

	Strategy, structure and culture. Models of corporate culture. How leaders influence culture in the workplace. Links to performance. Cross cultural diversity	CILO 4, 6
	Developing a personal action and development plan to utilize personal leadership strengths and weaknesses	CILO 3
Recommended or required reading	<u>Pre-Work</u> Complete the Work Interests Schedule <u>Articles</u> Read “The power of objective setting and delegation” <u>Textbook</u> <u>Further reading</u> See attached	
Planned learning activities and teaching methods	Lectures In-class discussions and debates Reflective exercises Team work Sharing of work related work experience Mini cases Experiments Surveys Self assessment instruments Role play	
Assessment methods and criteria	10% Participation (contribution in class discussion and exercises) 90% Final Assignment	
Language of Instruction	English	
Work Placement(s)	Not applicable	