



CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT

COURSE UNIT DESCRIPTION

Course Unit Title	LEADING & MANAGING PEOPLE & 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	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 be able 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.
	CILO 5	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.
	CILO 6	Recognize and apply the drivers of individual behavior and performance that contribute to the development of a motivated and productive workforce.
	CILO 7	Identify and analyze the factors that influence team performance at work.
Mode of delivery	Face to Face	
Course Content	Leadership and management: what do successful organisations do?	CILO 1,2
	Leadership definitions: trait, style, situational, follower focused	
	Motivational theories: Taylor, Mayo, Hertzberg, Maslow, Vroom. Do financial incentives work?	CILO 2,4,6
	Feedback as a driver of personal and organisational performance. Giving difficult messages – the defended self	CILO 4,6
	Building high performance teams: style differences, structure and balance, avoiding groupthink, encouraging innovation, team role differences. Culturally diverse teams	CILO 2,6,7
	Being a follower focused leader: vision and purpose, situation sensing, how leaders use stories. Self-analysis and analysis of other organisations	CILO 1,3,4,6
	Strategy, structure and culture. Models of corporate culture. How leaders influence culture in the workplace. Links to performance. Cross cultural diversity	CILO 4,5
	Developing a personal action and development plan to utilize personal leadership strengths and weaknesses	CILO 3
Recommended or required reading	<u>Pre-Reading</u> Read “The power of objective setting and delegation” <u>Further</u> required and recommended readings will be uploaded on Moodle.	



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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	40% Class Participation (completion of in-class activities) 60% Final Individual Assignment
Language of Instruction	English