



**Kuwait University**  
**College of Business Administration**  
**Management and Marketing Department**



**Course Syllabus**  
**MGT 414 – Leadership and Group Dynamics**  
**Dr. Abrar Abul (Ebel)**

**Lecture Time and Location**

**MGMT 414 Monday Wednesday 9:30 AM – 10:45 AM Room C1 1021**

**Contact Information**

**Location** : MGMT Department – 1<sup>st</sup> Floor – Office No. XX

**Email** : abrar.ebel@ku.edu.kw

**Office Hours** : Monday Wednesday 12:30 PM – 2:00 PM or by email appointment

**Course Description**

This course introduces leadership in organizations. A historical review of leadership theory and research will be accompanied by current developments in understanding leadership. The course explores various models of leadership that have been developed from both a theoretical and practical perspective. Students will gain an understanding of the major leadership theories. For each model studied, students are expected to understand the theoretical basis of the model, the strengths, and weaknesses of said model, and how to apply the model to practical situations in business and other settings. An assessment of the students' own leadership provides the framework for self-awareness and potential perspective transformation, using various questionnaires, structured feedback, and self-analysis assignments. The course develops leadership skills and planning for each student's on-going development as a leader and researcher of leadership. The primary method of instruction is dialogue, supplemented by readings, lectures and simulation exercises. By the end of this course, students will have developed a well-rounded understanding of leadership concepts for use in their own leadership situations.

**Course Prerequisite:** MGMT 201: Principles of Management

**Course Learning Objectives (CLOs)**

The learning outcomes for this course, listed below, relate to the learning goals of the College of Business Administration Undergraduate Program, which can be found in the appendix at the end of this syllabus. The numbers in parenthesis indicate to which specific learning goal the outcome relates.

Upon successful completion of the course, students will be able to:

1. Describe and understand the different leadership theories.
2. Analyze and address situations in which leadership issues exist, providing potential practical solutions to such issues. [LG. 5]
3. Understand the roles and responsibilities of leaders and subordinates. [LG. 1]
4. Experience in analyzing and critically discussing Leadership and business cases and ethical dilemmas. [LG. 2, LG. 1]

## Required Material

### Textbook:

Peter Northouse, Leadership: Theory & Practice, 9<sup>h</sup>, Sage, 2021.

### Other required material:

- **Notebook**
- **Pencils, pens, colored pencils, highlighters**
- **Positive attitude with growth mindset**

**Additional Material** : Other material is available on Teams.

**E-Learning System** : Teams

## Course Requirements and Policies

- **Class discussion** will be assessed based on your contributions to class discussion and listening. Of course, the underlying condition for class participation is attendance. I expect you to attend all sessions. Prior to class, you should thoroughly read and prepare the case for that day, including answering the study questions. Please ensure that you have used the frameworks, tools, and ideas from the readings in your analysis as appropriate. In grading class participation, I look at both the quantity and quality of contribution. With regards to quality, some of the criteria I shall apply include:
  - Are the points made relevant to the discussion?
  - Do they go beyond a mere recitation of case facts, and are implications clearly drawn?
  - Is there evidence of analysis rather than expressions of opinions?
  - Are the comments linked to those of others?
  - Did the contribution further the class's understanding of the issues?
  - Is the participant a good listener?
  - Do comments raise interesting questions?
  - In discussion, do the comments fit in the class context?
  - Does the analysis make use of models and techniques from the readings or lectures?
  - Are comments made in a respectful, professional, and constructive manner?

Students should not expect to receive full points for participation. Simply being present does not warrant full credit, nor does frequent participation that does not advance the learning of the class. I will use "cold calling" occasionally, so you need to be prepared for each class. Cell phones must be turned off or set to the "silent" mode during classes. Laptops may not be used during case discussion segments and activities.

- **Exams:** We will have THREE examinations, two midterms and a final exam, which will cover the course material to that point in the course, including lectures, discussions, and readings. Details about exam contents, time, and location will be discussed in the class. Missed examinations may not be made up without prior permissions, no exceptions.
- **Case Discussion Lead and Quizzes:** During the course each student will have the responsibility to read a chapter and a case study ahead of time and prepare a presentation for the class. That is, each student will have to lead the discussion in class in regards to their assigned chapters and/or

readings. In addition, students are encouraged to research material from other sources about the topic; note it is important to cite (reference) your sources. All students will have to present/lead the discussion at least once during the course. The details will be discussed later in class. All students should be prepared for the case and have read the case, they will be quizzed on the case one lecture before the case study lecture.

- **Final Project:**

By the end of the semester students in teams of 1 to 2 (no more than 2) should present about a well-known leader of their choice. The final presentation is worth 20% of the final grade. It will be a position presentation on a famous, well-known leader of your choice.

**The individual selected must be well-known to the public.** The focus of the final presentation is to examine the selected leader's leadership style and record of accomplishments using the following outline:

1. Briefly describe the leader's background and major accomplishments (no more than one slide).
2. Describe the characteristics of leadership, using the models studied in the course, that are/were evident in the individual. They are Trait Approach, Skills Approach, Behavioral approach, Situational leadership, Path-goal theory, Leader-member exchange theory, Transformational approach, authentic approach, and servant approach.
3. Analyze the strengths and weaknesses of the individual's key leadership characteristics.
4. Why has he/she been successful? What could have made him/her even more effective as a leader?
5. What is your overall impression of this leader?
6. Provide a summary of your assessment.

Cite at least three reference sources other than course materials. Submit the name of the leader who is the topic of your presentation no later than **the third week of class (by 4/10/2023)**

- **Attendance and Participation:** Every student in this course must abide by the Kuwait University Policy on Attendance (published in the Student Guide, Chapter 3, Section 13). A copy of the student guide can be accessed online on:

[http://www.kuniv.edu/cs/groups/ku/documents/ku\\_content/kuw055940.pdf](http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf)

This course has a significant seminar component and class participation is critical to the learning experience. Participation will be assessed in each class period. Your class participation and attendance will both contribute to your score of in-class performance.

- **Cheating and Plagiarism:** Every student in this course must abide by the Kuwait University Policy on Cheating and Plagiarism (published in the Student Guide, Chapter 3, Section 2). A copy of the student guide can be accessed online on:

[http://www.kuniv.edu/cs/groups/ku/documents/ku\\_content/kuw055940.pdf](http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf)

Please carefully note all sources and assistance when you turn in your work. Under no circumstances should you take credit for work that is not yours. You should neither receive nor give any unauthorized assistance on any deliverable. If you have any questions about what constitutes "unauthorized assistance" please email me before the deliverable is submitted.

**Note: using any form of AI; chatgpt, etc. is cheating.**

- **Writing Style:** Students must refer to MLA or APA writing style for their assignments and report writing. Refer to the English Language Center for help.

## Grading

The scores in this course will be the weighted average of the following items:

Weight	Description
2%	Class Discussion
18%	Leading case debate discussion and quizzes
30%	Midterm
30%	Final
20%	Final Project Presentation
100%	Total

## Grade Distribution

Grade	Range
A	95.00 - 100.00
A-	90.00 - 94.00
B+	86.00 - 89.99
B	82.00 - 85.99
B-	80.00 - 81.99
C+	76.00 - 79.99
C	72.00 - 75.99
C-	70.00 - 71.99
D+	66.00 - 69.99
D	62.00 - 65.99
F	60.00 - 61.99

## Course Outline

### Topics

Chapter 1: Introduction  
 Chapter 2: Trait Approach  
 Chapter 3: Skills Approach.  
 Chapter 4: Style Approach  
 Chapter 5: Situational Approach  
 Chapter 7: Path-Goal theory  
 Chapter 8: Leader-Member exchange theory  
 Chapter 9: Transformational Leadership  
 Chapter 10: Authentic Leadership

## Important Dates

Date	Event
October 28 <sup>th</sup> , 2023	Last day to drop a course
December 25 <sup>th</sup> , 2023	Last day of classes
January 7 <sup>th</sup> 2024	Final Exam

## **Undergraduate Program Learning Goals:**

**1. Ethical Skills:** A CBA graduate shall be able to recognize ethical issues present in business environment, analyze the tradeoffs between different ethical perspectives, and make a well-supported ethical decision.

### **Student Learning Objectives:**

- 1.1. Identify the ethical dimensions of a business decision.
- 1.2. Recognize and analyze the tradeoffs created by application of competing ethical perspectives.
- 1.3. Formulate and defend a well-supported recommendation for the resolution of an ethical issue.

**2. Decision Making Skills:** A CBA graduate shall be able to recognize the extent of the implications of business decisions, evaluate different proposals based on available facts, and make a well-supported business decision.

### **Student Learning Objectives:**

- 2.1. Recognize the implications of a proposed business decision from a variety of diverse, internal and external, stakeholder perspectives.
- 2.2. Evaluate the integrity of the supporting evidence and data for a given decision based on business principles.
- 2.3. Analyze a given business decision using integrative techniques, structures, and frameworks.

**3. IT and Computer Skills:** A CBA graduate shall demonstrate capabilities in using general-purpose computer applications.

### **Student Learning Objectives:**

- 3.1. Use a word-processing application to type and format a business document.
- 3.2. Use a data-processing application to analyze or solve a business problem.
- 3.3. Use a presentation-making application to prepare a slideshow for a business issue.

**4. Communication Skills:** A CBA graduate shall be able to communicate effectively in a wide variety of business settings.

### **Student Learning Objectives:**

- 4.1. Deliver clear, concise, and audience-centered presentations.
- 4.2. Write clear, concise, and audience-centered business documents.

**5. Analytical Skills:** A CBA graduate shall be able to apply quantitative and qualitative methods to solve business problems.

### **Student Learning Objectives:**

- 5.1. Use appropriate tools to solve a given business problem.
- 5.2. Analyze business problems using suitable business theories and techniques.
- 5.3. Structure logic and frame quantitative analysis to solve business problems.