



Course Syllabus
Fall Semester 2023/2024
Professor Salem M. Altuhaih
Leadership and Organizational Behavior – MBA 506

Time and Location:

Lecture Time: 17:00 19:50 – Sunday

Location: Al-Shadadiya

Building: BUA-S –

Room: 1002 C 1 Area C

Contact Information

Professor Office Location: Management and Marketing Department
Office Number: S010A-1066

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Traditional Office Hours: By appointment

Virtual Office Hours: [Online](#)

Course Site: 1 <https://altuhaih.moodlecloud.com/>



Course Description

Leadership requires effective management of people and a clear understanding of human behavior and social processes. Leaders need to have a good experience of themselves and those they lead. Leaders need to know why people behave in their job and work for a group and organization. This knowledge of individuals' perceptions, attitudes, and behavior enables leaders to choose appropriate leadership styles and managerial practices to increase organizational effectiveness and positive human outcomes. The course moves progressively through the individual, group, and organizational levels of behavior, drawing on concepts and practices from the field of Organizational Behavior (OB). It also examines the interrelationship of behavioral phenomena among these levels. Studying OB provides a basic understanding of your and others' behavior, particularly in teams. Core leadership skills enhance your ability to communicate and work effectively with others. We aim to help you strengthen your people management skills to be a successful leader in any field you choose.



Course Learning Objectives (CLOs)

After taking this class, students should be able to:

1. Describe and apply leadership theories to the team and organizational scenarios to achieve a team's or an organization's goals and objectives.
2. Explain the effect of leaders' and followers' personalities, attitudes, perceptions, and attributions on their and others' behaviors in a team and organizational setting.
3. Explain types of leaders and followers and apply team development, team effectiveness, and group decision-making models and techniques.
4. Analyze and apply leadership theories and better understand their leadership style.
5. Analyze bases of power and influence tactics and their impact on achieving their own career goals and the organization's objectives.
6. Identify and apply tactics for resolving conflict and handling interpersonal communication in workgroups.
7. Describe how organizational cultures are formed and sustained and the benefits and liabilities of corporate solid cultures and subcultures.
8. Describe the determinants and elements of leaders and their impact on an organization's performance.

Course Procedures

This course uses the "Blended Learning" Program System. Blended Learning System is a: *"... formal education program, in which a student studies at least part of the course through delivery of content and instruction via digital and online media with some element of student control over time, place, path, or pace...."*

In addition, the students use the course website (<https://altuhaih.moodlecloud.com/>) throughout the course for updates, emails, discussions, and assignments.

The entire system-assigned readings, case studies, presentations, exercises, and simulations will be online.

For more information on Blended Learning, click [here](#).

Mobile Application:

To use your smartphone to access the course sites, click [here](#) to download and install Moodle Mobile app. Students can use Moodle Mobile Application to:

- Browse the content of their courses, even when offline
- Receive instant notifications of messages and other events
- Quickly find and contact other people in your courses
- Upload images, audio, videos, and other files from your mobile device
- View your course grades



The following schedule, procedures, exams, reading, and exercises in this course are subject to change in the event of extenuating circumstances.

Required Course Reading

UNIT ONE

Managers and Leaders

1. Chan Kim W. & Mauborgne R. A. (1992) Parables of Leadership. Harvard Business Review. July-August. (PP. 4-8).
2. The Nature and Importance of Leadership. In DuBrin A.J. (2016) Leadership: Research Findings, Practice, and Skills. Cengage Learning. (PP. 1-34).
3. What Is Organizational Behavior? In Robbins S.P., Judge T. (2013) Organizational behavior. Pearson, Boston. (PP. 2-38).
4. Zalesnik, A. (1992). Managers and leaders: are they different? Harvard Business Review, 70(2), 126-135.

UNIT TWO

Leadership and Organizational Behavior

1. Glynn, Mary Ann & DeJordy, Rich (2010) Leadership through an organization behavior lens: a look at the last half-century of research. In Handbook of leadership theory and practice: a Harvard Business School Centennial Colloquium on Advancing Leadership. - Boston, Mass.: Harvard Business Press, (PP. 119-157).
2. J. David Brewer J. D. (2014) Leadership and Organizational Behavior. Consulting Psychology Journal. Vol. 66(4), (PP. 316–319).

UNIT THREE

LEADERS' IMPACT ON ORGANIZATIONAL PERFORMANCE

1. Daniel Goleman D. (1998) What makes a leader? Harvard Business Review November-December. (PP. 93-102).
2. Wasserman, N., Anand B., and Nohria N. (2010) When Does Leadership Matter? A Contingent Opportunities View of CEO Leadership. In Handbook of leadership theory and practice: a Harvard Business School Centennial Colloquium on Advancing Leadership. - Boston, Mass.: Harvard Business Press, (PP. 119-157).
3. The Impact of Leadership on Organizational Performance. In DuBrin A.J. (2016) Leadership: Research Findings, Practice, and Skills. Cengage Learning. (PP.7-10).
4. Yukl, G. (2008) How leaders influence organizational effectiveness. The leadership quarterly. Vol. 19. No. 6, (PP. 708-722).
5. Muchiri, M.K. & Cooksey, R. W. (2011) Examining the effects of substitutes for leadership on performance outcomes. Leadership & organization development journal. Vol. 32(8), (PP. 817-836).



UNIT FOUR

FOLLOWERSHIP

1. Van Vugt M, Hogan R, Kaiser RB. (2008) Leadership, followership, and evolution: some lessons from the past. *American Psychologist*. 63(3), (PP.182-96).
2. Baker, S. D. (2007) Followership: the theoretical foundation of a contemporary construct. *Journal of Leadership & Organizational Studies*. Volume 14 Number 1, (PP. 50-60).
3. Zawawi, A. A., Kamarunzaman, N. Z., Hussin, Z., & Campbell, J. (2012). The power of followership: Leaders, who are you leading? *Symposium on Humanities, Science, and Engineering Research* (pp. 195-199).

UNIT FIVE

FOLLOWERS TYPOLOGY PART ONE

1. Pruden, H. O. (1973). The upward mobile, indifferent, and ambivalent typology of managers. *Academy of Management Journal*, 16(3), (PP.454-464).
2. Kelley, R. E. (1988). In praise of followers (pp. 142-148). Brighton, MA, USA: Harvard Business Review Case Services.
3. Zaleznik, A. The dynamics of subordinacy. *Harvard Business Review*, May/June 1965, 119-131.
4. Chaleff, I. (2010). The courageous follower (Vol. 16). <https://www.readhowyouwant.com/Books/details/The-Courageous-Follower/16411>
5. Kellerman, B. (2007). What every leader needs to know about followers. *Harvard business review*, Boston, Mass.: Harvard Business School Publ. Vol. 85(12), (PP. 84-91).

UNIT SIX

FOLLOWERS TYPOLOGY PART TWO

1. Adair, R. (2008) Developing great leaders, one follower at a time. In *The art of followership: how great followers create great leaders and organizations*. - San Francisco, Calif.: Jossey-Bass, (PP. 137-153).
2. Curphy, Gordy J.; Ginnet, Robert C.; Hughes, Richard L. (2015). *Leadership: Enhancing the Lessons of Experience* (8th ed.). USA: McGraw-Hill Education. (pp. 323–329).
3. Rosenbach, W. E. (2018). *Contemporary issues in leadership*. Routledge.
4. Thody A. (2000). Followership or followership? An Exploration of the Values of Non-Leaders. *Management in Education* 14 (2) 15-18

UNIT Seven

LINKING LEADER'S STYLE TO FOLLOWER'S PERSONALITIES

1. Steger J.A, Manners G.E. Jr, Zimmerer, T.W. (1982) Following the Leader: How to Link Management Style to Subordinate Personalities. *Management Review*. American Management Association. Vol.71(10). (PP. 22-28).
2. Salem Altuhaih (2022) Followers (in Arabic) Chapter Fourth.



Course Grading

In this course, you are expected to participate actively in the learning process. This means that you take responsibility for your learning. Part of being an active learner is seeking help with concepts with which you are having trouble: Do not hesitate to email me, come during office hours, Use VOH, and use your classmates as a learning resource.

Former students say the course is enjoyable, rewarding and applicable to their work and non-work lives. Studying for this course will likely be different than for other classes. Although I will review many critical concepts from the required reading in this course, I will not simply reiterate the reading content of current articles, case studies, and other course material that will be presented in each class.

In the course, I aim to link theory and research to actual practice in organizational settings. I do this by linking the material to events in real organizations, sharing students' experiences and my own, and using my experiences working in organizations as an employee, leader, and consultant.

Experienced-based learning will occur through group discussions of concepts, facilitated reflection, in-class exercises, cases, and team-based assignments.

My overall aim as an instructor is to push you to learn and achieve more than you might on your own. I am not just a disseminator of information; I am a consultant and facilitator, your coach, and I will be relentless in helping you make the most of your learning and development as a business leader, employee, and person.

GRADE ITEMS	TYPE OF ASSIGNMENTS	NUMBER OF ASSIGNMENTS	FORM OF PARTICIPATION	WEIGHT OF THE TOTAL GRADE
Article Analysis	Critical Thinking	6	Teams	20%
Case Analysis	Critical Thinking	6	Teams	20%
Discussion Forum	Critical Thinking	6	Teams	20%
Final Exam	Comprehensive/ integrative	1	Individual	40%
Grand Total				100
To read more about Critical Thinking, please click HERE				



Articles, Case Analysis and Discussion Forum

The following is a note aimed at helping students in doing the required Article, Case Analysis, and Discussion Forum. Please read it carefully.

1. Determine what the author is arguing for or against, identify their thesis and underline or highlight it.
2. Summarize the work in your own words.
3. Write down your **initial responses** to the text.
4. Try checking to see what else they've written, what they are known for, and what affiliations they have. (Barbara, who is famous for her work on lousy leadership).
5. How well the author defines concepts in the text.
6. Examine the author's use of evidence to see if it's effective.
7. Decide the strengths and weaknesses of a text.

Attendance

All students are encouraged to participate actively in discussions, class exercises, activities, simulations, and group work. The student urged regular attendance, preparation, and participation in class discussions.

Final

The final is an in-class test. It consisted of several cases based on concepts learned.