COURSE SPECIFICATION DOCUMENT

Academic School / Department: Richmond Business School

Programme: Master of Business Administration

FHEQ **Level:**   MGT 7105

Course Title: Organisational Leadership

Course Code: MGT

Total Hours: 200 (standard 4 credit MA course)
Timetabled Hours: 39
Guided Learning Hours: 21
Independent Learning Hours: 140

Semester: Fall

Credits: 20 UK CATS credits
10 ECTS credits
4 US credits

Course Description:
In a complex and fast changing world leadership is key to navigate today's challenges in the workplace. The objectives of this course are to raise the student's awareness of the centrality of leading an organization in an ethical and sustainable way. It examines the factors that affect how people behave at work via the disciplinary bases of psychology, sociology and anthropology. Students will learn how the understanding of the formal and the informal organization as well as the motivators of human behavior enhances the leader's ability to achieve organisational goals.

Prerequisites:
N/A

Aims and Objectives:
The course aims to provide a deeper understanding of the factors that affect how people behave at work and how leadership can improve how the study of managing organizations and people can aid in improving the performance and well-being of people at work. Students will have understood how models, theories and concepts about managing organizations and people can be used to promote the effectiveness of
individuals, groups and organizations.

Programme Outcomes:

A1, A2, A3, A5 B1,
B2, B3, B4
C1, C2, C3, C4,
D1, D4, D5

A detailed list of the programme outcomes is found in the Programme Specification. This is maintained by Registry and located at: https://www.richmond.ac.uk/programme-and-course-specifications/

Learning Outcomes:
By the end of this course, successful students should be able to:

Knowledge and Understanding

- Apply a systematic and deep understanding of management and organizational theories.

- Demonstrate skills for the analysis of individual, group and organisational functioning that enhances their effectiveness as managers.

- Develop a richer and more complex representation of managing organisations and people, enabling them to contribute more effectively in the workplace.

Cognitive Skills

- Evaluate statements in terms of evidence.

- Define terms adequately, and generalize appropriately.

- Apply ideas and knowledge from the course to a range of business and other situations.

Performance and Practice

- Engage as team members in group work that will require intellectual, reflective and analytical application.

Personal and Enabling

- Effective oral and written communication in a range of traditional and electronic media

Indicative Content:
- Leadership
- ESG and corporate sustainability
- Work motivation
- Groups and teams in organisations
- Organisational Structure
- Power and conflict in organisations

- Organisational culture, values and change
- Systemthinking and group dynamic

Assessment:
Group assignment group presentation and individual assignment.

This course conforms to the Richmond University Standard Assessment Norms approved at Academic Board and are located at https://www.richmond.ac.uk/university-policies.

Teaching Methodology:
The course will emphasize problem-solving, the application of theory to real world practice and teamwork. Problem-solving and the application of theory to practice will be addressed through extensive use of case studies. Teamwork will be emphasized through in-class case discussion and group assignment(s).

Indicative Text(s):
- Clegg, S., Kornberger, M., Pitsis, T., & Clegg, P. S. R. (2021). *Managing and Organizations: An introduction to theory and practice* (6th ed.). Thousand Oaks, CA: SAGE Publications.
- Cross, C., & Carbery, R. (2022). *Organisational behaviour*. (2nd ed.)London: Palgrave.
- Handy, C. B. (1993). *Understanding organizations* (4th ed.). New York: Oxford University Press.

- Journals
- Harvard Business Review (Harvard Business School).
- Strategic Management Journal (Wiley).

Industry Insights
- McKinsey Quarterly (McKinsey & Co.).
- PwC 365s
- Oliver Wyman Ideas
- Warren Buffett's Annual Shareholder Letters

Web Sites
- www.hbr.org
- www.sloanreview.mit.edu
- www.cmr.berkeley.edu

See syllabus for complete reading list

Change Log for this CSD:

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Academic Registry
Update of indicative text		
Change teaching semester to fall	Jan 2018	
Update of indicative text and title	Jan 2023	
Total Hours Updated	May 2024	