



جامعة دبي  
UNIVERSITY of DUBAI

COLLEGE OF BUSINESS ADMINISTRATION

MBA Course Syllabus  
Semester: .....

Course code & No.: MLHRM 720  
Course Title: Managing Organizational Effectiveness  
Prerequisites: MBA 645 (Strategic Management)  
Faculty Member: .....  
Contact Details: Email: .....; Phone: .....  
Class Hours: Time: ..... Days: ..... Room: .....  
Office Hours: Time: ..... Days: ..... Room: .....

**Brief Course Description:** (As in UD Catalog)

The course focuses on: on areas necessary for effective organizational management, interpersonal skills required in the communication process, team development and organizational culture. The purpose is to provide capstone overview of both concepts and skills within a meaningful context to be developed by overall LM-HRM concentration courses.

**This course contributes the following MBA LHRM program concentration objectives (MBA LHRM PCO):** At the end of this program, students should be able to:

MBA LHRM PCO	*Objectives	Linked to MBA PO
1	<b>Perform</b> managerial and leadership functions more efficiently consistent with organization mission and objectives.	4,5
2	<b>Assess</b> leadership and HR strategies for competitive positioning of the firms.	4,5
3	<b>Use</b> knowledge and skills developed to add value to the firms in the UAE/MENA region	4,5

**Course Objective (CO):** Upon completion of this course, students should be able to:

1. Integrate LM-HRM skills for effective management of organizations
2. Develop capacity to identify and examine factors that enable and hinder organizational effectiveness.

**Course Learning Outcomes (CLO):**

Upon completion of this course, students should be able to demonstrate the following outcomes:

1. **Access** Key factors that enable and hinder organizational effectiveness
2. **Identify** skills for analyzing and understanding the many dynamics involved in managing and leading organizations
3. **Examine** the application of the course content to own organizational challenges/opportunities
4. **Implement** an organizational steward for effective management of organizations

**Blooms Taxonomy**

(The following levels of Bloom's taxonomy have been used while developing the above CLO)

Bloom's level	3.Application (AP)	4. Analysis (AN)	5. Synthesis (S)	6.Evaluation (E)
CLO #	2	1	3	4

**CLO Mapping:** This table maps CLO's to: CO

CLO	Linked to CO	Linked to MBA PCO
1	2	1
2	1	1
3	1	2
4	1	3

**CLO Assessment Scheme**

CLO	Class Work (marks)		Final Exam (marks) 30%
	Case Assignment 35%	Group Project 35%	
1	10		8
2	10		7
3		20	7
4	5		8
Presentation	10	15	
<b>Total</b>	<b>35</b>	<b>35</b>	<b>30</b>

(Please see the attachment for individual & Group project.)

Each MBA course is assessed by a combination of class work (assignments/ quizzes, group work, simulations), and an examination. Class work constitutes 70% of the course grade and one examination at the end constitutes 30% of the course grade. Each course grade is distributed as under:

% Marks	Grade	Quality Points
> 95	A	4.0
90-94	A-	3.7
87-89	B+	3.5
83-86	B	3.0
80-82	B-	2.7
Below 80	F (Fail)	0

**Case Assignment**

The instructor will assign a set of 8 mini cases from different sources with adaptation to the local environment of UAE. Each student is expected to complete two individual assignments and one group assignment. Student will spend about 105 hours out-of-class time on readings, short-cases, and problem solving as follows:

Out-of-Class Time	
Assignments and Cases	Approximate Out-of-Class Time
Mini cases	28 hours
Individual Assignment 1	12 hours
Individual Assignment 2	13 hours
Group Projects	20 hours
Readings	32 hours

**Teaching Methods:**

Teaching methods used in this course are Interactive learning, lectures and Case studies and analyzing mini cases.

**Use of Modern Instructional Technology:** Moodle Learning Systems

Weekly/Daily Teaching Plan				
Day Week	Topic	Ch	Contents	Assignment / Readings
1	Leadership is a process not a position	1 2	-What is Leadership -Myths that hinder Leadership -Leadership involves interaction between the leader, the follower and the situation	Do Mini case Page 20,44
2	Leadership is developed through education & experience	3 4	- Action-observation-reflection model - Leadership Development -Assessing Leadership & Measuring its effects	Do Mini case Page 70,103
3	Focus on Leader Power & Influence Leadership & Values	5 6	-Sources of leader power -Leader motives -Influence tactics - Leadership & doing right things -Leading across cultures	Do Mini case Page 130
4	Leadership traits & Behavior	7 8	- Personality traits & leadership -Intelligence & Leadership -Studies of Leadership behavior -Managerial Derailment of Self - Defeating behavior	Do Mini case Page 197
5	Motivation, Satisfaction & Performance	9 10	-Understanding & influencing follower - Satisfaction -Groups, teams & their Leadership -Ginnetts Team Effectiveness Leadership Model	Do Mini case Page 290 Do Mini case Page 325
6	Contingency theory of Leadership & Change	12 13	-Situation Leadership Model -Contingency Model -Path Goal Theory -Bass Theory and characteristics of charismatic & transformational leadership	Do Mini case Page 387 Do Mini case Page 429
7	Leadership skills	14	- Basic Leadership skills - Learning Team Experience - Communication, Listening, Assertiveness - Providing Constructive feed back - Guidelines for effective stress Management - Building technical Competence	Presentation
8	Leadership skills	14	- Building effective relation with Superiors & peers - Delegating ,Setting goals, & Punishment - Conducting meetings , Negotiations - Problem solving, Improving creativity -The Rocket Model, Development planning - Coaching & Empowerment	
9			Team Presentation	
10			Individual Presentation	
11			Final Examination (Comprehensive)	

### Educational Resources

Educational Resource	Description
<b>Textbooks Required</b>	Leadership: Enhancing the Lessons of Experience by Richard Hughes, Robert Ginnett, Gordon Curphy, International edition, Mc. Graw Hill, 6 <sup>th</sup> edition, 2008 ISBN 13-978-0073405049

**Individual Project:** Each student will be responsible for conducting at least two interviews with business leaders. Your first assignment will be with an internal leader of your choice and the second assignment will be with an external leader. The purpose of these assignments is to expose you to current examples of what you have read in your text and we have discussed in class, together with what you covered in other courses in LM-HRM Concentration.

*Guest Lecture Participation:* To enhance the learning experience guest speakers will be invited to address your class. Each student should prepare in advance for each speaker. This will include researching the background of the speaker as well as developing questions in advance to ask the speaker. This will also count towards your class participation grade.

Each student will be asked to prepare the following papers and projects:

**Individual Project:**

1. **Initial Organizational Management Interview** – Select “an internal leader” this should be a person of at least middle management level (and up) from within your organization. Interview them regarding organizational management. Develop questions and conversation points from the first three chapters on

- i. Leadership traits, motives, characteristics, behaviors, attitudes, styles, etc,
- ii. Power, politics, ethics, creativity, innovations & leadership
- iii. Communication & Leadership

and one additional chapter of your choice. Please feel free to ask additional questions that will enhance your educational experience.

**REPORT:** Your report will be submitted in the form of a PowerPoint presentation. You should prepare PowerPoint slides in handout form to be turned in for your grade as well as copies for your fellow classmates. (Remember this is not just another assignment, but an opportunity to learn from each other.)

Suggested slide topics should include: name, title/position and company of person interviewed, text chapters selected, questions asked, advice given, and lessons learned and key points that you want your classmates to remember. Describe what you have learned through this experience in contrast to your textbook.

**PRESENTATION:**

Each student will present their PowerPoint slides in a presentation to the class of approximately five to ten minutes in length. Be prepared as your classmates may ask questions of you.

***Application***

Associate/apply the principles learned to an individual, team or organizational situation.

2. **External Organizational Management Interview** – Select “an external leader” (this should be a business person in a high level position) outside of and not connected to your organization. Interview them regarding their leadership philosophy, style, viewpoints and actions. Select at least 5 chapters of our text for interview questions and discussion points.

**REPORT:** Prepare a PowerPoint slide presentation (similar to the “internal interview” as noted above) as your summary of your interview experience, what chapters you selected, note what you learned, what advice was given, etc. At this point you will have gained knowledge on the various aspects of organizational Leadership & Management. Describe what you have learned through this experience in contrast to your textbook.

**PRESENTATION:** Each student will present their PowerPoint slides in a presentation to the class of approximately ten minutes in length. Be prepared as your classmates may ask questions of you.

**Group Project** – “A Corporate exploration into organizational management” the assignment will require you to work in a group, preferably of two, three or four classmates. You are then to select a leader and come up with a team name. As a group you are to select an industry and/or profession you would like to learn more about for example: banking, finance, logistics, or medical, etc. Ideally this should mirror your major and career interests. Then as a group select one Dubai based (headquarters) company to research. This company is to be based in Dubai preferably with at least 50-100 employees. You are to research what service/product the company produces, their history, and discuss their structure/organizational chart. When describing the company touch on the chapters that we have covered so far or will cover at the point of presentation.

Based upon your group size you should cover *at least* three different chapters (subject material) per person in your group as it would relate to the company.

The company that you select needs to meet the following criteria:

- A Dubai/UAE based company (headquartered here at the time of your project) - **If it is not a Dubai/UAE based company no credit will be given**
- A company that meets your groups criteria in which they would want to learn more about (If the majority of the students in your group are accounting professionals or have an interest in accounting then you should seek a company that provides accounting services for example.)
- Have at least 50-100 employees
- Describe in your report at least the following items:
  - Describe how this company relates to the career interests of each team member and what was hoped to be gained by researching this company.
  - Describe the product and/or services offered
  - Who are their customers
  - What is the company history
- For your report you need to **Interview at least one professional at this company per each class team member**
- Each team member should participate in at least one of the interviews
- Include the interview questions and responses at the end of the report in the appendix
- The actual report that you turn in as a group will be written in a summary form that should be between 5 and 10 pages long written in APA style. This summary should include material from all team members, all interviews and the chapters that your group decided to cover.