

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



**Leadership Studies**

**The Nature of Leadership:**

- Definitions of Leadership
- Leadership Effectiveness
- Major Research Approaches
- Conceptualising Leadership
- Comparing Leadership Theories

**Nature of Managerial Work:**

- Activity Patterns of Managerial Work
- Content of Managerial Work
- Theory of Demands, Constraints, Choices
- Research on Situational Determinants
- The Changing Nature of Managerial Work
- Managerial Discretion
- Descriptive Research
- Application for Managers

**Perspectives on Effective Leadership Behaviour:**

- Ohio State Leadership Studies
- Michigan Leadership Studies
- Limitations of Survey Research
- Experiments on Task & Relations Behaviour
- Research using Critical Incidents
- High-High Leader
- Leadership Behaviour Taxonomies
- Specific Task Behaviours
- Specific Relations Behaviours
- Evaluating the Behaviour Approach

**Participative Leadership, Delegation & Empowerment:**

- Nature of Participative Leadership
- Consequences of Participation
- Research on Effects of Participative Leadership
- Normative Decision Model
- Guidelines for Participative Research
- Delegation
- Guidelines for Delegating
- Empowerment

**Dyadic Role-Making Theories:**

- Leader-Member Exchange Theory
- Leader Attributions about Subordinates
- Follower Attributions & Implicit Theories
- Follower Contributions to Effective Leadership
- Self-Management
- Integrating Leader & Follower Roles

**Power & Influence:**

- Conceptions of Power & Authority
- Power Types & Sources
- Acquiring & Losing Power
- Consequences of Position & Personal Power
- Types of Influence Behaviour
- Power & Influence Behaviour
- Research on Influence Tactics

**Managerial Traits & Skills:**

- Nature of Traits & Skills
- Early Research on Leader Traits & Skills
- Major research Programmes of Research on Leader Traits
- Managerial Traits & Effectiveness
- Managerial Skills & Effectiveness
- Other Relevant Competencies
- Situational Relevance of Skills
- Evaluation of Trait Research
- Application Guidelines

**Contingency Theories of Effective Leadership:**

- LPC Contingency Model
- Path-Goal Theory of Leadership
- Leadership Substitutes Theory
- The Multiple-Linkage Model
- Cognitive Resources Theory
- Evaluation of Contingency Theories
- Application Guidelines

**Charismatic & Transformational Leadership:**

- Early Theories
- Attribution theory of charismatic Leadership
- Self-concept Theory of Charismatic Leadership
- Other conceptions of charisma; consequences of Charismatic Leadership
- Transformational Leadership
- Research on theories; transformational versus Charismatic Leadership
- Evaluation of Theories
- Guidelines for transformational Leadership

**Leading Change in Organisations:**

- Change Processes
- Different Types of Organisational Change
- Influencing Organisational Culture
- Developing a Vision
- Implementing Change
- Increasing Innovation & Learning

**Leadership in Teams & Decision Groups:**

- Nature of Teams
- Functional Teams
- Cross-Functional Teams
- Self-Managed Work Teams
- Self-Defining Teams
- Virtual Teams
- Procedures for Facilitating Team Learning
- Guidelines for Team Building
- Decision Making in Groups
- Leadership Functions in Meetings
- Guidelines for Leading Meetings

## **Strategic Leadership:**

- Constraints on Executive Discretion
- Attributions about Chief Executives
- Research on Effects of Leadership Succession
- Evolutionary Change & Strategic Leadership
- Political Power & Strategic Leadership
- Executive Tenure & Strategic Leadership
- Executive Teams
- Competing Values in Strategic Leadership
- Monitoring the Environment
- Formulating Strategy

## **Developing Leadership Skills:**

- Leadership Training Programmes
- Designing Effective Training
- Techniques for Leadership Training
- Learning from Experience
- Developmental Activities
- Self-Help Activities
- Facilitating Conditions for Leadership Development
- Systems Perspective on Leadership Development

## **Ethical Leadership & Diversity:**

- Ethical Leadership
- Gender & Leadership
- Leadership in Different Cultures
- Managing Diversity

## **Reading List**

### **Core Text:**

Leadership in Organisations – Gary Yukl (Prentice Hall)

### **Supplementary Reading:**

- Leadership Theories
- Not Bosses But Leaders – John Adair (Talbot Adair)
- On Becoming a Leader – Warren Bennis (Century)
- The Leadership Factor – J Kotter (Free Press)
- Leadership – J M Burns (Harper & Row)
- Leading Minds – H Gardner (Harper Collins)
- Leading Change – J Kotter (Harvard Business School Press)
- Making it Happen, Reflections on Leadership – John Harvey-Jones (Fontana)
- Super leadership – C Manz & H Sims (Prentice Hall)

#### Practical Leadership

- Developing Leaders – John Adair (Talbot Adair)
- Management Teams, Why They Succeed or Fail – R Meredith Belbin (Heinemann)
- The Wisdom of Teams – Jon Katzenbach & Douglas Smith (Harvard Business School)
- Understanding Motivation – John Adair (Talbot Adair)
- Games People Play – Eric Berne (Penguin)

#### Leadership & Change

- Intelligent Leadership: Creating a Passion for Change – Alan Hooper & J Potter (Random House)
- The Coming Shape of Organisations – R Meredith Belbin (Butterworth Heinemann)
- Rethinking Organisation: New Directions in Organisation Theory & Analysis – M Reed & M Hughes (Sage)
- Managing Today & Tomorrow – R Stewart (Macmillan)
- The Future of Leadership – R P White, P Hodgson & C Crainer (Pitman)
- Beyond Certainty – Charles Handy (Arrow Business Books)
- The Fifth Discipline – P Senge (Doubleday/Currency)
- Competing for the Future – G Hamel & CK Prahalad (Harvard Business School Press)