



**FACULTY OF BUSINESS**  
**BACHELOR OF MANAGEMENT**  
**LEARNING MODULE OUTLINE**

Academic Year	2023/2024	Semester	2
Module Code	MGMT3150-321		
Learning Module	Leadership Principles and Practices		
Pre-requisite(s)	Nil		
Medium of Instruction	English		
Credits	3	Contact Hours	45 hours
Instructor	Wai Ming To	Email	wmto@mpu.edu.mo
Office	M547, Ming Tak Building	Office Phone	85993319

**MODULE DESCRIPTION**

The purpose of this module is to provide the fundamental knowledge of relevant principles and practices to exercise effective leadership. Students will examine the characteristics of an effective leader and the behavior which distinguish effective leadership. Contemporary problems and issues will be analyzed in terms of the contrasting approaches of the leadership theorists.

**MODULE INTENDED LEARNING OUTCOMES (ILOS)**

On completion of this learning module, students will be able to:

M1.	Appraise the nature and role of leadership and management in a contemporary organizational context
M2.	Contrast and assess, where suitable, a range of leadership paradigms and theories
M3.	Critically interpret people-related factors that differentiate a transformational leader from the others
M4.	Critically synthesize a leader's characteristics and his effectiveness in an organizational or team setting from various perspectives



These ILOs aims to enable students to attain the following Programme Intended Learning Outcomes (PILOs):

PILOs	M1	M2	M3	M4
P1. Integrate contemporary management theories and business disciplines relevant to general business practices.	✓			
P2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.			✓	
P3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.				
P4. Demonstrate leadership in a team and respecting the rights of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field.	✓	✓		✓
P5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports.				
P6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.			✓	✓
P7. Interpret and utilize management information or business software for internal control, planning, performance evaluation, and coordination to improve efficiency and effectiveness in the business process.				

#### MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Week	Content Coverage	Contact Hours
1	Introduction (Book Chapter 1) - History of leadership research - Elements of leadership - Core characteristics of leadership - Leadership's related topics such as power and management	3 hours
2	Trait approach (Book Chapter 2) - Early studies focusing on "Great Man" - Stogdill's studies on traits - Five major traits - Strengths and criticisms of the trait approach - Cases 2.1 and 2.2	3 hours
3	Skills approach (Book Chapter 3) - Robert Katz's skills of an effective administrators (in 1955) - Mumford's skills approach and capability model (in 1990s) - Strengths and criticisms of the skills approach - Cases 3.1 and 3.3	3 hours
4	Style approach (Book Chapter 4) - Shifting from personal characters to behaviour - Studies by research groups in the Ohio State University and U of Michigan - Blake and Mouton's leadership grid - Strengths and criticisms of the style approach - Cases 4.1 and 4.2	3 hours



5	<p>Situational approach (Book Chapter 5)</p> <ul style="list-style-type: none"> <li>- Extension of style approach with leadership outcomes</li> <li>- Hersey and Blanchard's situational leadership</li> <li>- Development level of followers</li> <li>- Strengths and criticisms of the situational approach</li> <li>- Cases 5.1 and 5.3</li> </ul>	3 hours
6	<p>Contingency theory</p> <ul style="list-style-type: none"> <li>- Fiedler's contingency theory</li> <li>- Leader's characteristics and situational variables</li> <li>- Importance of leader-match</li> <li>- Strengths and criticisms of the contingency theory</li> <li>- Two case studies</li> </ul>	3 hours
7	<p>Mid-term examination</p> <p>Path-goal theory (Book Chapter 6)</p> <ul style="list-style-type: none"> <li>- House's path-goal theory</li> <li>- Subordinates' motivational needs and different task characteristics</li> <li>- Strengths and criticisms of the contingency theory</li> </ul>	3 hours
8	<p>Leader-member exchange theory (Book Chapter 7)</p> <ul style="list-style-type: none"> <li>- Studies of leader-member exchange (LMX)</li> <li>- In-group and out-group characteristics</li> <li>- Three phases of "leadership making"</li> <li>- Strengths and criticisms of the LMX theory</li> <li>- Case 7.1</li> </ul>	3 hours
9	<p>Transformational leadership (Book Chapter 8)</p> <ul style="list-style-type: none"> <li>- History of transformational leadership research</li> <li>- Burn's definition of transformational and transactional leadership</li> <li>- House's definition on charismatic leadership</li> </ul>	3 hours
10	<p>Transformational leadership (Book Chapter 8)</p> <ul style="list-style-type: none"> <li>- Bass' model of transformational leadership</li> <li>- 4I's</li> <li>- Other approaches of transformational leadership</li> <li>- Strengths and criticisms of transformational leadership</li> </ul>	3 hours
11	<p>Team leadership (Book Chapter 16)</p> <ul style="list-style-type: none"> <li>- Groups and work teams</li> <li>- McGrath's critical leadership functions</li> <li>- Hackman's five conditions for team effectiveness</li> <li>- Larson and LaFasto's studies of teams</li> </ul>	3 hours
12	<p>Gender and leadership (Book Chapter 14)</p> <ul style="list-style-type: none"> <li>- Do female and male leaders differ in their behaviour and effectiveness?</li> <li>- Why do so few women leaders reach the top?</li> </ul>	3 hours
13	Project presentation	3 hours
14	<p>Leadership ethics (Book Chapter 15)</p> <ul style="list-style-type: none"> <li>- Ethics and ethical theories</li> <li>- Heifetz's and Greenleaf's perspectives on ethical leadership</li> <li>- Five principles of ethical leadership</li> </ul>	3 hours
15	Final examination	3 hours



## TEACHING AND LEARNING ACTIVITIES

In this learning module, students will work towards attaining the ILOs through the following teaching and learning activities:

Teaching and Learning Activities	M1	M2	M3	M4
T1. Lectures: leadership theories, concepts, and approaches will be presented using multimedia instructional materials. Q&A: It allows interactions between instructor and students.	✓	✓	✓	✓
T2. Students must read teaching materials before coming to the class. They will be asked to work on problems or respond to key conceptual issues during the class hour. - Short oral/written quizzes will be given to students in order to ensure that students can follow the progress of study. - Midterm exam will be given to students in order to motivate them to review what they have learned.	✓	✓	✓	✓
T3. Three to four students will be required to work as a group to complete a group project. This group project will be designed to promote students intellectual, social and presentation skills and help to prepare them for the real world in which teamwork and collaboration are important.		✓		✓

## ATTENDANCE

Attendance requirements are governed by the Academic Regulations Governing Bachelor's Degree Programmes of the Macao Polytechnic University. Students who do not meet the attendance requirements for the learning module shall be awarded an 'F' grade.

## ASSESSMENT

In this learning module, students are required to complete the following assessment activities:

Assessment Activities (AA)	Weighting (%)	ILOs to be Assessed
A1. Individual assignments (10 times; each 1%)	10	M2
A2. Group project	25	M2, M4
A3. Mid-term examination	25	M1, M2
A4. Final examination	40	M1-M4
A5. In-class exercises/quizzes (non-graded)	-	M1-M4

The assessment will be conducted following the University's Assessment Strategy (see [www.mpu.edu.mo/teaching\\_learning/en/assessment\\_strategy.php](http://www.mpu.edu.mo/teaching_learning/en/assessment_strategy.php)). Passing this learning module indicates that students will have attained the ILOs of this learning module and thus acquired its credits.



## PLAGIARISM POLICY

It is student's responsibility to ensure that his/her assignment has been checked by Turnitin software, and the similarity score given by Turnitin software cannot be higher than 30%. However, a special case can be determined by the instructor.

## MARKING SCHEME

Assessment rubrics:

AA	Criteria	Level of comprehensiveness					Full Mark (only for 4)
		0	1	2	3	4	
A1	Demonstrating a student's understanding on a wide range of leadership theories.	No understanding	Limited understanding	Basic understanding	Good understanding	Complete understanding	10
A2	Demonstrating students' understanding on leadership in an organization/association.	No understanding	Limited understanding	Basic understanding	Good understanding	Complete understanding	25
A3	Demonstrating a student's understanding on the first five topics covered in this module.	No understanding	Limited understanding	Basic understanding	Good understanding	Complete understanding	25
A4	Demonstrating a student's understanding on leadership principles and practices and how they can be applied in different cases.	No understanding	Limited understanding	Basic understanding	Good understanding	Complete understanding	40

## REQUIRED READINGS

Textbook:

Northouse, P.G. (2021). Leadership – Theory and Practice, 9th Edition. SAGE Publications Ltd. ISBN-13: 978-1544397566.

## REFERENCES

Reference book:

Yukl, G. (2010). Leadership in Organizations, 7th Edition. Prentice Hall. Prentice Hall.

Journal articles:

1. Yu, T.W. & To, W.M. (2008). Effects of control mechanisms on positive organizational change. Journal of Organizational Change Management, 21(3), 385-404. Available at: <https://www.emerald.com/insight/content/doi/10.1108/09534810810874840/full/html>
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