

MAKERERE UNIVERSITY
MAKERERE UNIVERSITY BUSINESS SCHOOL
DEPARTMENT OF LEADERSHIP AND GOVERNANCE
FACULTY OF MANAGEMENT

Program	Bachelor of Leadership and Governance
Course Title	Leadership and Team Dynamics
Course Code	LGD 2101
Credit Units	3
Contact Hours:	45
Academic Year	2023/2024
Year of Study	Two
Semester	One
Instructors	<ul style="list-style-type: none"> ○ Mr. Luke Sewante ○ Mr. Willy Kayanja
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Signature
Team Leader

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Signature
Head of Department

Course Description:

This course introduces students to the nature and leadership styles as well as the linkage between leaders and the led (followers). The course provides an understanding of traits and attitudinal approaches and skills in leadership.

Course Objectives

By the end of the course, learners should be able to;

- a. Explain the concept leadership and team dynamics.
- b. Explain role of leaders in teams.
- c. Understand the team building processes.
- d. Describe the day to day challenges leaders encounter in the community and organizations.

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Learning Outcomes

At the end of the course students will be in position to;

- Apply the various leadership theories in public service
- Apply leadership skills required to enhance a conducive organizational climate, and optimize productivity
- Apply knowledge and application of leadership theories in the management of organizations.

Mode of Delivery

- Straight Lectures
- Group discussions, Case Studies, Guest Lectures & Tutorials

Mode of Assessment

- Coursework will carry 30%
- Final written examination 70%
- Class participation and attendance is a must.
- Class Participation is not just talking- it is informed participation.
- Plagiarism and any form of cheating will be penalized heavily.

Course work	30%
Final Exam	70%
Total	<u>100%</u>

Course Content

S/n	Topic	Content	Contact Hours
1	Nature of leadership	Definition of concepts <ul style="list-style-type: none">LeadershipLeaderLeadership Qualities and characteristics.Role of leadersleadership styles.	6
2	Leadership and teams	<ul style="list-style-type: none">Definition of a TeamTypes of TeamsCharacteristics of effective teamsStages of team formationLeaders Team building techniquesTeam DevelopmentFactors that influence team workRole of Leadership in teams	6

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3	Leadership and supervision, employee participation.	<ul style="list-style-type: none"> ▪ Overview ▪ Importance of supervision in leadership. ▪ Tools for effective supervision 	3
4	Interpersonal and group dynamics.	<p>Skills necessary to build more open and effective working relationships.</p> <ul style="list-style-type: none"> ▪ Effective communication skills ▪ Group-cohesiveness and group decision-making. <p>Building Trust in the team/organisation</p> <ul style="list-style-type: none"> ▪ Causes of mistrust ▪ Ways of building trust in a team 	6
5	Managing change.	<ul style="list-style-type: none"> ▪ Leadership and Managing Change (role of leaders) 	3
6	Traits and attitudinal approaches to leadership.	<ul style="list-style-type: none"> ▪ Intelligence (both mental ability and emotional intelligence), ▪ Personality (extraversion, conscientiousness, openness to experience, self-esteem) ▪ Integrity. 	6
7	Scientific management movement, human relations movement.	<ul style="list-style-type: none"> ▪ Meaning ▪ Applicability in the workplace. 	3
8	Organisational dynamics.	<ul style="list-style-type: none"> ▪ Ohio state leadership studies, ▪ Michigan leadership studies, ▪ Rensis-Likert's management systems 	6
9	Approaches and models to the study of Leadership (Behavioral & Situational)	<ul style="list-style-type: none"> ▪ Managerial grid; ▪ Situational approaches: Tannenbaum-Schmidt continuum of leader behavior, ▪ Fiedler's leadership contingency model, ▪ House's – Mitchell path – goal theory. ▪ Vroom Yetten contingency model, ▪ Hersey – Blanchard tri- dimensional leader effectiveness. 	6
	Total		45

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Reading List

- Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance.
- Beauchamp, M. R., Bray, S. R., Eys, M. A., & Carron, A. V. (2002). Role ambiguity, role efficacy, and role performance: Multidimensional and meditational relationships within interdependent sport teams. *Group Dynamics: Theory, Research, and Practice*, 6, 229–242.
- Bedeian, A. G., & Day, D. V. (2004). Can chameleons lead? *Leadership Quarterly*, 15, 687–718.
- Berdahl, J. L., & Martorana, P. (2006). Effects of power on emotion and expression during a controversial
- Birnbaum, M. L., & Cicchetti, A. (2005). A model for working with the group life cycle in each group session across the life span of the group. *Groupwork*, 15, 23–43.
- Conger, J. A., Kanungo, B. N., & Menon, S. T. (2000). Charismatic leadership and follower effects. Kark, R., Shamir, B., & Chen, G. (2003). The two faces of transformational leadership: Empowerment and dependency.
- group discussion. *European Journal of Social Psychology*, 36, 497–509.
- Mark P, Orbe and Carol J. Bruess (2004), *Contemporary issues in Interpersonal Communication*.
- Mark P, Orbe and Carol J. Bruess(2004), *Contemporary issues in Interpersonal*
- Marlene Caroselli (2002) *Interpersonal Skills; The Professional Development Series*
- Pearce, C. L., & Giacalone, R. A. (2003). Teams behaving badly: Factors associated with anti-citizenship behavior in teams.
- Yun, S., Cox, J., & Sims, H. P., Jr. (2006). The forgotten follower: A contingency model of leadership and follower self-leadership.
- Zaccaro, S. J., & Klimoski, R. (2001). The nature of organizational leadership. In: S. J. Zaccaro, & R. Klimoski