NATIONAL UNIVERSITY OF SINGAPORE  
School of Business  
Department of Management & Organisation  

MNO2311  Leadership in Organisations  

Course Instructor  :  Dr William Koh  
Session  :  Semester 2, 2010/2011  

Course Description  

The 21st Century has witnessed constant upheavals caused by rapid technological changes, globalisation and changing employee values. It is in this context that leaders must enact effective behaviour in order to bring out the best in their followers and enhance organisational effectiveness. Organisational effectiveness is no longer driven alone by the availability of capital and machines. Increasingly, managers are beginning to realize that they need to harness the creative energies of the people that they work with: Human Capital.  

This course is premised upon the philosophy that leadership plays a critical role in organisational success, and that effective leadership is able to bring out the best in every member of an organisation in the context of constant change in the external environment.  

We will take a multi-disciplinary approach toward the examination of key issues related to leadership. For instance, in some of the readings, when biographers take a decided political science viewpoint toward leadership, we will use ideas from that discipline to draw important leadership lessons. For others, it could well be from a developmental psychology viewpoint when leaders talked about the life events that shaped their leadership philosophies. Yet others could be from an organisational behaviour viewpoint, talking about how they brought about successful changes in their organisations.  

Course Objectives  

At the end of the course, students will have deep understanding of the following key issues: What is leadership? What are the forces that shape a leader's behaviours? How does one empower followers? How to be a servant-leader? How to appreciate the situational context in order to bring about changes successfully?  

All the above information should equip the BBA students’ with the necessary behavioural skills, values, and body of knowledge to be better leaders for their immediate and long term future.
**Key Course Topics**

1. What is leadership? What is the difference between Leadership and Management? Are leaders born or made?
2. Leadership in the 21st Century
3. Leadership and Culture
4. Leadership Traits
5. Power, influence and empowerment
6. Transformational Leadership
7. Servant Leadership
8. Dark Side of Charisma
9. The Role of Leadership in Organisational Change

**Basic Text**


**Reference Books**


**Biographies**

8. *No Great Love* 1997. (editors: Teresa and Becky Benenate; Mother Teresa; Thomas Moore), New World Library.

**Useful Reference**


**Methods of Assessment**

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<th>Component</th>
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