



## Course Syllabus

<b>Course Code</b> MBAN-744DE	<b>Course Title</b> Leadership & Innovation	<b>ECTS Credits</b> 7.5
<b>Prerequisites</b> MBAN-609DE	<b>Department</b> School of Business	<b>Semester</b> Fall, Spring, Summer
<b>Type of Course</b> Elective	<b>Field</b> Human Resources	<b>Language of Instruction</b> English
<b>Level of Course</b> 2 <sup>nd</sup> Cycle	<b>Lecturer(s)</b> Dr. Neophytos Karamanos	<b>Year of Study</b> 1 <sup>st</sup> or 2 <sup>nd</sup>
<b>Mode of Delivery</b> Distance Learning	<b>Work Placement</b> N/A	<b>Corequisites</b> None

### Course Objectives:

The main objectives of the course are to:

- To examine the basic elements and processes of leadership and evaluate the strong influence of culture, individual characteristics, gender and diversity.
- To assess the role of power in leadership and discuss various relevant approaches.
- To discuss methodologies and best practices in leading teams, leading change and developing new leaders.
- To discuss the challenges of leadership in various organizational settings and evaluate possible solutions.
- To examine the importance of innovation and creativity for contemporary organizations, assess the various enablers / inhibitors and discuss possible strategies and tools for enhancing innovation within firms.
- To analyse the role of national systems in fostering innovation and entrepreneurship and discuss the need for synergies between the various actors such as industry, universities and the government.

### Learning Outcomes:

After completion of the course students are expected to be able to:

1. **Assess the role of leaders and identify the obstacles to effective leadership** (students should to assess the key role and importance of leadership and its processes within the current turbulent and global business environment and understand the implications of effective leadership for organizational performance)
2. **Assess how culture, gender and diversity impact the leadership processes**

(students should be able to evaluate how culture, gender and diversity impact leadership approaches and the expectations regarding effective leaders along with the need for leaders to develop a cultural mind set)

3. **Assess how individual traits and personalities influence leadership approaches and processes** (students should be able to evaluate how individual traits and personalities impact leadership and formulate appropriate developmental strategies)
4. **Assess the various leadership approaches and models and formulate appropriate strategies in organization settings** (students should be able to analyse the relevant context in an organization, assess leadership issues and formulate appropriate strategies and approaches for leading teams, leading change and developing new leaders)
5. **Asses the suitability of the wider context in fostering innovation** (students should be able to assess the wider context regarding innovation and the needed synergies between the industry, universities and the government and formulate approaches for leveraging on such synergies)
6. **Evaluate innovation attributes and diffusion strategies** (students should be able to evaluate new innovations regarding their adoption attributes and formulate appropriate strategies for their diffusion in the market)
7. **Assess the various management tools and processes for fostering innovation** (students should be able to analyze an organizational context and formulate appropriate solutions for fostering innovation, involving organizational structures, processes and relevant tools)

#### Course Content:

1. **Definition and Significance of Leadership:** Effective leadership, obstacles to effective leadership, leadership and management, roles and functions of leaders
2. **Changes in Organizations and in Expectations of Leaders:** Definition and levels of culture, models of national culture, group culture, developing a cultural mindset, organizational culture
3. **Individual Differences and Traits:** Impact of individual difference characteristics, demographic characteristics, values, abilities, skills, personality traits on leadership styles and approaches
4. **Power:** Definitions of power and consequences on leadership, sources of power, the dark side of power, empowerment
5. **Current Era in Leadership:** Charismatic leadership, transactional and transformational leadership, value-based Leadership
6. **Leading Teams:** Participation and teams, the issue of delegation, evolution of participative management, leading teams effectively
7. **Leading Change:** Forces for change, types and process of change, resistance to change and solutions, leading change
8. **Developing Leaders:** Basic elements of leader development, elements of effective development programs, methods of leader development, development and culture, effectiveness of leader development
9. **Introduction to Innovation Management:** The importance of innovation, models of innovation, discontinuous innovations, innovation as a management process, innovation firm types, organization structures for innovation
10. **National Systems of Innovation & Entrepreneurship:** Innovation in its wider context, how national states can facilitate innovation, waves of innovation and growth, fostering

innovation, entrepreneurship and innovation, technology entrepreneurship

11. **Market Adoption and Technology Diffusion:** Innovation and the market, crowdsourcing for new product ideas, innovation diffusion theories, adopting new products and embracing change, innovation firm types

12. **Managing Innovation Within Firms:** Organizations and innovation, managing uncertainty, managing innovation projects, desirable organization characteristics, organizational structures and innovation, the role of the individual in the innovation process, management tools for fostering innovation

**Learning Activities and Teaching Methods:**

1. Faculty lectures and videos
2. Real-time online meetings and discussions (involving the lecturer and the students) through Webex
3. Directed and background reading
4. Case study analysis
5. Student-led online discussions (forums)
6. Field project

**Assessment Methods:**

Field project, Final exam

**Required Textbooks / Readings:**

Title	Author(s)	Publisher	Year	ISBN
The Art and Science of Leadership (7 <sup>th</sup> Edition)	Nahavandi, A	Pearson	2015	978-1-292-06018-7

**Recommended Textbooks / Readings:**

Title	Author(s)	Publisher	Year	ISBN
Innovation Management and New Product Development (6 <sup>th</sup> Edition)	Trott, P	Pearson	2017	978-1-292-13342-3