INSTITUTE OF ADMINISTRATION & COMMERCE (ZIMBABWE)

TRANSFORMATIONAL LEADERSHIP SYLLABUS

INTRODUCTION

In earlier stages of the Diploma in Marketing Management, students are introduced to the basic principles and practical application of management concepts. The need for good and effective management cuts across different types of organisations in all sectors of the economy. Leadership in organisations is closely related to management as both contribute to the present and future success of the organisation. However, it should be noted that these concepts are complimentary, not synonymous. Leadership is exercised in organisations which comprise of business entities, government departments, non-governmental organisations and even family units. The distinction between leadership and management is important because people who succeed as managers are not necessarily good leaders.

OBJECTIVES

After completing this course, students should be able to:

- Identify and define various functions of management
- Distinguish between management and leadership
- Identify and explain different approaches to leadership
- Identify the sources of leadership and influence
- Explain the concept of the leadership grid
- Explain different leadership styles and their effects on the work situation
- Identify and explain challenges to the dominant leadership theories
- Explain the concept of strategic leadership in organisations

DETAILED SYLLABUS/COURSE OUTLINE

1. **Transition from Management to Leadership**
a) The key management functions
   - Planning
   - Organising

- Leading
- Controlling
- Motivating

b) Differences between managing and leading
c) Management and leadership challenges in the private sector, the government and non-governmental organisations
d) Cultural influences on management and leadership

2. Approaches to Leadership

a) The trait approach
- Leaders and non-leaders
- Effective and ineffective leaders

b) The behavioural approach
- Leadership functions
- Leadership styles
- Continuum of leadership behaviour
- The leadership grid

c) The contingency approach
- Task requirements
- Peer expectations and behaviour
- Employees' characteristics, expectations and behaviour
- Organisational culture and policies
- The situational leadership model (Hersey & Blanchard model)
- Leadership style and the work situation (Fielder model)

3. Characteristics of Effective Leaders
- Challenging the current situation
- Inspiring a shared vision
- Enabling others to act in the best interests of the organisation
- Showing the way forward
- Acknowledging the efforts and successes of others

4. Alternative Leadership Theories
- Transactional leadership
- Transformational leadership
- Charismatic leadership

5. Leadership and Change
- Meaning and significance of planned change
- Dealing with unplanned change
- Understanding and modelling the change process
- Sources of resistance to change
- Approaches to change management
- Organisational development, team building and transition management

6. **The Role of the Chief Executive Officer (C.E.O)**
    - ➢ The C.E.O. as overall leader of the organisation
    - ➢ Ensuring the organisation's survival, growth and strategic direction
    - ➢ Directing efforts in management development, strategy formulation and execution
    - ➢ Ensuring good relationships with all stakeholders
    - ➢ Ensuring the achievement of corporate objectives

7. **Strategic Leadership**
    - ➢ Focus on personal responsibility and the development of corporate strategy
    - ➢ Focus on developing people
    - ➢ Focus on particular areas of expertise
    - ➢ Focus on strategic change and the continuous reinvention of the organisation
    - ➢ Focus on capacity-building and ensuring that the organisation is able to deal with change

8. **Leading the Strategic Execution Process**
    - ➢ Ensuring that the organisation is on course to achieve good results
    - ➢ Keeping the organisation focused on excellent performance
    - ➢ Ensuring the development of strong core competencies and competitive capabilities
    - ➢ Ensuring corrective actions to improve strategy execution and achieve the targeted results
    - ➢ Ensuring that GAP analysis is carried out, not as a matter of routine, but to achieve short-, medium- and long-term results

9. **Corporate Culture and Leadership**
    - ➢ Characteristics of results-oriented corporate cultures
    - ➢ The drive for operating excellence
    - ➢ Merging corporate culture and leadership:
        - ✓ Treating employees with dignity and respect
        - ✓ Turning winners into performance champions
        - ✓ Encouraging employees to use initiative and creativity in performing their work
        - ✓ Granting employees sufficient autonomy to stand out, excel and contribute to organisational effort
        - ✓ Recognise and celebrate individual, group and company success

10. **Contemporary Leadership Issues**
    - ➢ Organisational vs sub-organisational goals
    - ➢ Group dimensions influencing organisational effectiveness
        - ✓ Group cohesiveness and coalition formation
        - ✓ Role ambiguity and role conflict
        - ✓ Achieved status and ascribed statues

- ✓ Group norms and conformity
- ➢ Conflict management
  - ✓ Preventing conflict
  - ✓ Reducing conflict

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