COURSE CODE:(UBGS 402)

COURSE TITLE: (Business Policy)

SESSION 10: TITLE: (Leadership and Culture)

LECTURER: (Dr. Obi Berko Damoah)
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College of Education
School of Continuing and Distance Education
2017/2018 – 2018/2019 ACADEMIC YEAR

Course Information

Provide the following information:

Course Code:	**UGBS 402**
Course Title:	**Business Policy**
Course Credit	**3 Credit Hours**
Session Number & Session Title:	**Session 10 & Leadership and Culture**
Semester/Year:	**Second Semester / 2017/18**

Course Information (contd.)

Provide the following information:

Lecture Period(s)	*3 Hours per week*
Prerequisites	**Insert Course Prerequisites:** (*if applicable*)
Teaching Assistant	**Insert Teaching Assistant's Information:** *(where applicable, provide name and contact information)*

Course Instructor's Contact

Provide the following information:

Course Instructor(s) Name	*Dr. Obi Berko Damoah*
Office Location	**GBS13, Graduate Block, 3rd Floor, Main Campus**
Office Hours	Wednesdays 12:00pm – 2:00pm Fridays 12:00pm – 2:00pm
Phone	**0303963756**
E-mail	**obodamoah@ug.edu.gh**

Introduction/Subject or Session Overview

As part of the implementation process, it is eminent that leadership plays a major role for successful implementation of policy. Organizational leadership refers to the process and practice by key executives of guiding and shepherding people in an organization toward a vision over time and developing that organization's future leadership and organization culture.

This session aims to discuss in detail what good organizational leadership involves and to also explain four policy-culture situations.

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Session Outline

The key topics to be covered in the session are as follows:

- Organizational leadership

- Building an organization

- Sources of power and influence

- Organizational culture

- Ethics

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Session Learning Objectives

At the end of the session, the student will:

- By reading the required chapter of the required text, including the supplementary materials, explain how vision and performance help leaders clarify policy intent;
- Based on 1) above, explain the value of passion and selection/development of new leaders in shaping an organization's culture;
- Through 1) & 2) above, coupled with the case analysis, be able to explain seven sources of power and influence available to every manager;
- Define and explain what is meant by organizational culture, and how it is created, influenced, and changed;
- Be able to describe four ways leaders influence culture.
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Session Learning Outcomes

Upon completion of this course, the student will have had the demonstrated the ability to:

- By reading the required chapter of the required text, including the supplementary materials, explain how vision and performance help leaders clarify policy intent;

- Based on 1) above, explain the value of passion and selection/development of new leaders in shaping an organization's culture;

- Through 1) & 2) above, coupled with the case analysis, be able to explain seven sources of power and influence available to every manager;

- Define and explain what is meant by organizational culture, and how it is created, influenced, and changed;

- Be able to describe four ways leaders influence culture.

Session Activities and Assignments

- This week, complete the following tasks:
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- Log onto the UG Sakai LMS course site: http://sakai.ug.edu.gh/
- Watch the Videos for Session 10
- Review Lecture Slides: Session 10
- Read Chapters 12 & 13, Case #30 of the Recommended Text - Pearce, J. A. and Robinson, R. B. (2014). Policy management: managing for global and domestic competition; (14th edition), McGraw-Hill/Irwin Inc., New York.;
- Visit the Chat Room and discuss with your group the part of the term paper which session 10 sheds light on; monitored by the instructor;
- Complete the individual self-assignment questions for session 10

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Topic One

ORGANIZATIONAL LEADERSHIP

Organizational Leadership

Organizational Leadership

The process and practice by key executives of guiding and shepherding people in an organization toward a vision over time and developing that organization's future leadership and organization culture

Organizational Leadership Cont.;

Strategic Leadership: Embracing change

- Telecommunications, computers, the Internet, and one global marketplace have increased the pace of change exponentially during the past 10 years

- The leadership challenge is to galvanize commitment among people within an organization as well as stakeholders outside the organization to embrace change and implement policies intended to position the organization to succeed in a vastly different future

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Organizational Leadership Cont.;

Policy Intent

Leader's clear sense of where they want to lead their company and what results they expect to achieve.

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Organizational Leadership Cont.;

Clarifying Policy Intent

- **Leader's vision**—an articulation of a simple criterion or characterization of what the leader sees the company must become to establish and sustain global leadership.

- Make clear the performance expectations a leader has for the organization, and managers in it, as they seek to move toward that vision.

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Organizational Leadership Cont.

Leadership Development

- The effort to familiarize future leaders with the skills important to the company and to develop exceptional leaders among the managers employed.

Topic Two

BUILDING AN ORGANIZATION

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Building an Organization

Building an Organization

- Perseverance (of a leader)
  - The capacity to see a commitment through to completion long after most people would have stopped trying.

- Principles (of a leader)
  - A leader's fundamental personal standards that guide her sense of honesty, integrity, and ethical behavior.

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Building an Organization Cont.;

Shaping Organizational Culture

- **Passion**, in a leadership sense, is a highly motivated sense of commitment to what you do and want to do

- Leaders also use reward systems, symbols, and structure among other means to shape the organization's culture

- Leaders look to managers they need to execute strategy as another source of leadership to accept risk and cope with the complexity that change brings about

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Building an Organization Cont.;

Competencies Leaders Should Possess

Broad Levels

- Self/personal leadership

- Interpersonal leadership

- Leading teams and organizations

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Building an Organization Cont.;

Competencies Leaders Should Possess (According to Ronald Riggio)

Competencies associated with each level:

- **Self/personal leadership**
  - Self awareness
  - Strong and positive character
  - Sense of purpose

- **Interpersonal leadership**
  - Ability to communicate
  - Building and maintaining relationships
  - Influence and motivation

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Building an Organization Cont.;

Competencies Leaders Should Possess (According to Ronald Riggio)

- **Leading teams and organizations**
  – Understanding and facilitating group/team processes
  – Understanding organizational processes and dynamics
  – Global mindset

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Topic Three

POWER AND INFLUENCE

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Sources of Power and Influence

Sources of Power and Influence

Organizational Power

- Position power

- Reward power

- Information power

- Punitive power

Personal Influence

Expert influence

Referent influence

Peer influence

Sources of Power and Influence Cont.;

Sources of Power Defined

- **Position Power**
  - The ability and right to influence and direct others based on the power associated with your formal position in the organization

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Sources of Power and Influence Cont.;

Sources of Power Defined

- **Reward Power**
  - The ability to influence and direct others that comes from being able to confer rewards in return for desired actions or outcomes.

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Sources of Power and Influence Cont.;

Sources of Power Defined

- **Information Power**
  – The ability to influence others based on your access to information and your control of dissemination of information that is important to subordinates and others yet not otherwise easily obtained.

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Sources of Power and Influence Cont.;

Sources of Power Defined

- **Punitive Power**
  - Ability to attract and influence others based on your ability to coerce and deliver punishment for mistakes or undesired actions by others, particularly subordinates.

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Sources of Power and Influence Cont.;

Sources of Power Defined Cont.;

- **Expert Influence**
  - The ability to direct and influence others because they defer to you based on your expertise or specialized knowledge that is related to the task, undertaking, or assignment in which they are involved.

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Sources of Power and Influence Cont.;

Personal Influence Terms Defined

- **Referent Influence**
    - The ability to influence others derived from their strong desire to be associated with you, usually because they admire you, gain prestige or a sense of purpose by that association, or believe in your motivations.

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Sources of Power and Influence Cont.;

Personal Influence Terms DefinedCont.;

- **Peer Influence**
  - The ability to influence individual behavior among members of a group based on group norms, a group sense of what is the right thing or right way to do things, and the need to be valued and accepted by the group.

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Sources of Power and Influence Cont.;

Management Processes and Levels of Management

Attracting resources and capabilities and developing the business	**RENEWAL PROCESS** Developing operating managers and supporting their activities; maintaining organizational trust	Providing institutional leadership through shaping and embedding corporate purpose and challenging embedded assumptions
Managing operational interdependencies and personal networks	*INTEGRATION PROCESS* Linking skills, knowledge, and resources across units; reconciling short-term performance and long-term ambition	Creating corporate direction. Developing and nurturing organizational values
Creating and pursuing opportunities; managing continuous performance improvement	*ENTREPRENEURIAL PROCESS* Reviewing, developing, and supporting initiatives	Establishing performance standards
Front-Line Management	Middle Management	Top Management

Topic Four

ORGANIZATIONAL CULTURE

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Organizational Culture

- **Organizational culture** is the set of important assumptions (often unstated) that members of an organization share in common

- Every organization has its own culture

- Assumptions become shared assumptions through internalization among an organization's individual members

Organizational Culture Cont.;

The Role of the Organizational Leader

- The leader is the standard bearer, the personification, the ongoing embodiment of the culture, or the new example of what it should become

- How the leader behaves and emphasizes those aspects of being a leader become what all the organization sees are "the important things to do and value."

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Organizational Culture Cont.;

Build Time in the Organization

- Some leaders have been with the organization for a long time

- Many leaders in recent years, and inevitably in any organization, are new to the top post of the organization

- In the other situation, a new leader who is not an "initiated" member of the culture faces a much more challenging task

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Topic five

ETHICS

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Organizational Ethics

- **Ethical standards** are a person's basis for differentiating right from wrong.

- The culture of an organization, and particularly the link between the leader and the culture's very nature, is inextricably tied to the ethical standards of behavior, actions, decisions, and norms that leader personifies.

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Organizational Ethics Cont.;

Shaping Organizational Culture

- Emphasize key themes or dominant values
- Encourage dissemination of stories and legends about core values
- Institutionalize practices that systematically reinforce desired beliefs and values
- Adapt some very common themes in their own unique ways
- Manage organizational culture in a global organization:
  - Social norms
  - Values and attitudes
  - Religion
  - Education

Organizational Ethics Cont.;

Managing the Policy-Culture Relationship

Changes in key organizational factors that are necessary to implement the new strategy

	High	Low
Many	Link changes to basic mission and fundamental organizational norms 1	Reformulate strategy or prepare carefully for long-term, difficult cultural change 4
Few	2 Synergistic—focus on reinforcing culture	3 Manage around the culture

Potential compatibility of changes with existing culture

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Organizational Ethics Cont.;

Manage the Policy-Culture Relationship

- Link to mission

- Maximize synergy

- Manage around the culture

- Reformulate policy or culture

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References

Required and indicative reading

Pearce, J. A. and Robinson, R. B. (2014). Strategic management: managing for global and domestic competition; (14th edition), McGraw-Hill/Irwin Inc., New York.

Supplementary Reading

Dess, G. G. & Lumpkin, G. T. (2003), Strategic Management: Creating competitive advantages, McGraw-Hill/Irwin Inc., New York.

Johnson, G., Scholes K. & Whittington R (2008), Exploring Corporate Strategy: Text and Cases, Pearson Education Limited, England

In addition:

- Any good introductory text in Strategic Management/Business Policy
- Business section of any newspaper
- Strategic Management publications (consult the library).

References Cont.;

Journals

- Management decision

- Strategic management journal

  Youtube

- https://www.youtube.com/watch?v=mn58Wv1iLqQ

- https://www.youtube.com/watch?v=fuHj3jsBdKE

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