Leading Organisations and Managing Your Career

“[In college], I believed that the success of my career was going to be tied to my individual work effort and results. And, while that was certainly true for the first few years, I was offered a managerial position fairly quickly since I didn’t seem to screw things up too badly — and I accepted because this is where I believed more stock options and a better salary awaited me. But, I quickly realized I needed to figure out a way to get things done through others or I was going to fail, and fail badly. Suddenly, I became highly motivated to highly motivate a team of people.”

-Bruce Cleveland, general partner at Wildcat Venture Partners, B.S. in engineering from West Point

MODULE AIMS

This course will provide you with tools to get work done effectively with and through others. The course focuses on two aspects of managing and leading organisations: First, we explore how to influence and motivate others to get cooperation for your own goals. Topics include negotiation, leading and managing teams, motivation, and personality. Second, we explore the organisational systems that coordinate individual work to enable the creation of valuable products and services. In order to use these organisational systems strategically to accomplish your own goals, you must first understand how they work. Throughout the course we will also develop understanding of a model of organisations that highlights the importance of aligning an organisation’s structure, culture, and people.

MODULE OBJECTIVES

Knowledge Objectives
Students will develop an understanding of the following:

- Their own individual personalities, motivation preferences, and negotiation and leadership styles.
- The challenges of managing internal organisational dynamics emerging from culture, decision making, inter-group and intra-group conflict, power and politics.

Skills Objectives
The module will enhance students’ ability to:

- Apply theoretical concepts to real life organisational scenarios through the use of case studies and simulations in class.
- Develop analytical skills in identifying, diagnosing and evaluating key personnel and organisational issues.

LEARNING OUTCOMES

By the end of the module the students will have the ability to:

- Approach business goals and challenges from an organisational perspective.
• Access a toolkit of business concepts and models relevant to the early years of a career.

TEACHING METHODS

This is a hands on course designed to provide you with feedback about yourself as a person and as a leader. There will be exercises to help you learn more about your personality and your personal strengths, as well as simulations that give you experience with negotiation and leadership. The class format of discussions structured around cases or videos means that there is also a lot of opportunity for debate and engagement.

ASSESSMENTS

The module will be assessed by:

• Coursework (40%)
• MCQ Exam (60%)

MODULE STRUCTURE

1. Introduction to the course, case studies, and the congruence model
2. Personality, individual differences and decision making
3. Motivation
4. Negotiation
5. Groups: Team processes and creativity
6. Leadership
7. Power and authority
8. Organisational culture and structure
9. Understanding personal and organisational networks
10. Organisational change