

COURSE SYLLABUS

Advanced Leadership, 7.5 credits

Advanced Leadership, 7,5 högskolepoäng

Course Code:	MGSR23	Education Cycle:	Second-cycle level
Confirmed by:	Council for Undergraduate and Masters Education Jun 10, 2013	Disciplinary domain:	Social sciences
Revised by:	Director of Education Jul 20, 2014	Subject group:	FE1
Valid From:	Aug 25, 2014	Specialised in:	A1N
Version:	2	Main field of study:	Business Administration
Reg number:	IHH 2014/4119-122		

Intended Learning Outcomes (ILO)

The purpose of Advanced Leadership is to encourage leadership skills that are relevant when operating in a global context.

On completion of the course, the student will be able to:

Knowledge and understanding

1. Demonstrate the ability to analyze who leaders are, what they do, and why they matter
2. Identify the relevance of different leadership perspectives in relation to practice in a global environment

Skills and abilities

3. Compare and contrast the implications of different perspectives on leadership in different cultural settings
4. Identify challenges, suggest solutions and point out consequences for a leader in a global context
5. Demonstrate the ability to lead in complex situations
6. Evaluate and critically assess own leadership style in relation to leading in a globalized world

Judgement and approach

7. Critically and independently evaluate own and colleagues' leadership abilities
8. Appreciate the relevance of leadership in cross cultural teams

Contents

The course builds on a set of theoretical perspectives about leadership covering key themes from sociology and psychology such as power, trust, innovation and change, crises, gender and ethics in order to foster professional and personal responsibilities as a leader.

Type of instruction

Lectures, guest lectures, case- and simulation seminars, project work

The teaching is conducted in English.

Prerequisites

Bachelor's degree in Business Administration or equivalent (or the equivalent).

Examination and grades

The course is graded A, B, C, D, E, FX or F.

ILO 1, 4, : Written exam and project work

ILO 2, 3 and 8: Project work

ILO 5–8: Case and simulation seminars

Registration of examination:

Name of the Test	Value	Grading
Examination ¹	7.5 credits	A/B/C/D/E/FX/F

¹ Determines the final grade of the course, which is issued only when all course units have been passed.

Course evaluation

At the outset of the course the course manager ensures that course evaluators are elected (or exist) among the students. The course evaluation is carried out continuously as well as at the end of the course. On the completion of the course the course evaluators and course manager discuss the course evaluation and possible improvements. The result is reported to, among others, the Associate Dean for Education, the Council for Undergraduate and Master Education, and the Board of Directors of JIBS. The course manager shall at the outset of the following course report results and measures taken in the previous course evaluation.

Course literature

Literature/Articles

- Alon, I., & Higgins, J. M. (2005). Global leadership success through emotional and cultural intelligences. *Business Horizons*, 48, 501-512.
- Alvesson, M., & Sveningsson, S. (2003). The great disappearing act: difficulties in doing "leadership". *The leadership quarterly*, 14(3), 359-381
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- Bird, A., Mendenhall, M., Stevens, M. J., & Oddou, G. (2010). Defining the content domain of intercultural competence for global leaders. *Journal of Managerial Psychology*, 25(8), 810-828.
- Brundin, E. and Melin, L. (2006). Unfolding the dynamics of emotions: how emotion drives or counteracts strategizing. *The International Journal of Work Organisation and Emotion*, 1 (3), 277-302.
- Chatman, J. A., and Kennedy, J. A. (2010). Psychological Perspectives on Leadership. In N. Nohria & R. Khurana (Eds.), *Handbook of Leadership Theory and Practice* (pp. 159-181). Harvard: Harvard Business School
- Denis, J.L., Langley, A. and Rouleau, L. (2007). Strategizing in pluralistic contexts. *Rethinking*

- theoretical frames. *Human Relations*, 60 (1), 179-215
- Denis, J.L., Langley, A. and Rouleau, L. (2010) The practice of leadership in the messy world of organizations. *Leadership*, 6 (1), 67-88
 - Elssesser, M., & Lever, J. (2011). Does gender bias against female leaders still exist? Quantitative and qualitative data from a large-scale survey. *Human Relations*, 64(12), 1555-1578.
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 - Hitt, M., Keats, W. B., and Yucel, M. (2003). Strategic Leadership in Global Business Organizations: Building Trust and Social Capital. *Advances in Global Leadership*, 3, 9-35.
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 - Kanter, R. Moss. (2010). Leadership in a globalizing world. In N. Nohria & R. Khurana (Eds.), *Handbook of Leadership Theory and Practice* (pp. 569-609). Harvard: Harvard Business Press
 - Kriger, M. and Seng, Y. (2005). Leadership with inner meaning: A contingency theory of leadership based on the worldviews of five religions. *The Leadership Quarterly*, 16(5), 771-806
 - Martin, G. S., Keating, M. A., Resick, C. J., Szabo, E., Kwan, H. K., & Peng, C. (2013). The meaning of leader integrity: A comparative study across Anglo, Asian, and Germanic cultures. *The Leadership Quarterly*, 24(3), 445-461
 - Morrison, A. (2001). Integrity and Global Leadership. *Journal of Business Ethics* 31, 65-76.
 - Nyberg, D. and Sveningsson, S. (2014). Paradoxes of authentic leadership: Leader identity struggles. *Leadership*, 0(0), 1-19. DOI: 10.1177/1742715013504425
 - Quinn, R. E., & Spreitzer, G. M. (2005). Entering the fundamental state of leadership: A framework of the positive transformation of self and others. Working Paper Series Ross School of Business. <http://www.bus.umich.edu/Positive/PDF/Quinn-Entering%20the%20FSL-in%20Inspiring%20Leaders.pdf>
 - Rouleau, L. (2005). Micro-practices of strategic sensemaking and sensegiving. How middle managers interpret and sell change every day. *Journal of Management Studies*, 42 (7), 1413-1441.
 - Rooke, D. and Torbert, W. R. (2005). Seven Transformations of Leadership. *Harvard Business Review*(April), 1-11.
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 - Schyns, B. and Schilling, J. (2013). How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *The Leadership Quarterly*, 24(1), 138-158.
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 - Treviño, L. K. , Hartman, L.P., & Brown, M. (2000). Moral Person and Moral Manager: How executives develop a reputation for ethical leadership. *California Management Review*, 42(4).
 - Yukl, G. (2010). Applications for Adaptive Leadership. In G. Yukl (Ed.), *Leadership in Organizations* (7 ed., pp. 184-186). Upper Saddle River: Pearson

Comments:

- The Yukl-excerpt can be found on pingpong.
- The Handbook of Leadership Theory and Practice can be found at the library both at the course bookshelves as well as single copies.
- *The King Jewels Case* can be bought for a discount at the course-page at HBS: <https://cb.hbsp.harvard.edu/cbmp/access/20559906>
- The other literature can be found via the library page (<http://hj.se/bibl/en.html>) or google scholar (<http://scholar.google.com>), following the “get it” links.
- The Student LPI: information will be provided during the course introduction
- A Student Leadership Practice Inventory questionnaire will be used in the course. Instructions, including the cost, will be announced at the introduction.