Leadership in Organizations

Basic Information

<table>
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<tr>
<th>Instructor Name</th>
<th>OfiraShraga</th>
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<tr>
<td>Home Institution</td>
<td>Brown University</td>
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<tr>
<td>Office Hours</td>
<td>By appointment</td>
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Course Hours

The course has 20 class sessions in total. Each class session is 150 minutes in length. The course meets from Monday to Thursday. Each course has a total of 40 class hours (4 credit hours).

Course Description

What is leadership? What makes a great leader? Can leadership be learned? Improved? Practiced? In this course we will explore various theoretical approaches to leadership, with the purpose of gaining a better understanding of this evasive phenomenon. Our focus will be the mutual relations between the leaders, the followers, and the context in which these relations take place.

Additionally, we will aim at developing your personal leadership skills. This will be achieved through engaging in self-exploration and reflection, the use of self-assessment instruments, role-play, and feedback from peers.

Due to the nature of this course class attendance is especially important and is expected. Your attention and active participation is important as well therefore the use of laptops will not be allowed in class, as it is too distracting. Individual needs will be taken under consideration.

Reading Material

You are expected to read and be familiar with all the assigned material. Papers/chapters that are marked on this syllabus with a * are recommended but not mandatory reading.
It is your responsibility to regularly check MC for additional material posted throughout the semester. Additionally, you will each need to purchase a Harvard Business School case study. Purchase instructions will be posted on line.

**Course Requirements and Assessment**

Assignments 20%

Two Midterms (30% each) 60%

Team project 20%

Additionally you will have an opportunity to gain bonus points through various team competitions held throughout the semester.

There are 3 types of assignments:

**OL** assignments: should be handed in On-Line, on MyCourses (MC);

**HC** assignments: Hard Copies should be handed in;

**All other** assignments (group and individual ones) should be prepared in advance and brought to class to be used as part of class discussion or activity.

You are expected to hand in assignments on time. Please do not ask for extension.

The exams will include material from the course lectures, readings, and class discussions, and will include multiple choice questions, true/false, and short answers. You must take the exam on the scheduled date; there will be no make-ups, so please plan accordingly.

**Course Outline**

There are three parts to this course, each focusing on a specific aspect of leadership:

**Part 1 – Focus on the Leader:** In this part of the course we will introduce leaders’ bases of power, and the influence tactics they can use. We will discuss leaders’ values and the way they differ across generations and cultures, review various personality traits and modes of behavior leaders can engage in, and elaborate on cognitive and emotional intelligence. We will also talk about the leader as a coach, and practice communication skills and coaching behavior. Last but not least we will touch upon the subject of leaders’ derailment.
Part 2 – Focus on the Followers: This part will focus on the relations between leaders and followers. We will discuss followers’ motivation and job satisfaction, and identify factors that affect the leader’s ability to effectively implement organizational change.

Part 3 – Focus on the Situation: In this part we will discuss situation factors that affect the leadership process, like organizational culture, crisis, and environmental characteristics. Additionally, we will differentiate between transactional and transformations leaders, and discuss the power of charisma (and its dark side). Finally we will analyze the qualities of an effective vision, and the rhetoric skills it requires.

Detailed Course Plan

Introduction

Class 1:

Part 1: Introduction
In class: Introduction to the course, leadership vs. management; a leadership state of mind.
Take home assignment: Leadership State of Mind (OL).

Part 2: A General Model of Leadership
In class: Defining leadership; introducing the interactional model of leadership; the color system of leadership.
Due today: Leadership State of Mind (OL).
Take home assignment: Color diagrams (HC); self-assessment of leadership (OL).
Relevant reading: Goffee& Jones, 2000; Northouse, 209-220.

Part A: Focus on the Leader

Class 2:

Part 1: Leaders’ Power
In class: Bases of power; Expressions of power; ways to increase power; Need Theory.
Due today: Color diagrams (HC); self-assessment of leadership (OL).
Take home assignment: Leaders’ Needs assignment; the ‘Ithaca’ case study.
Relevant reading: Hughes 135-152; Influence Tactics Summary.

**please find on MC the study team you have been assigned to**

**Part 2 : Influence**

In class: Types and use of influence tactics.
Due today: Leaders’ Needs Assignment; the ‘Ithaca’ case study.
Take home assignment: Best Team assignment (HC); Make Value cards (HC); Value Questions; Your Core Values assignment (OL).
Relevant reading: Hughes 154-159.

**Class 3:**

**Part 1: Leaders’ Values**

In class: Instrumental and end values, Play-time 😊
Due today: Your Core Values assignment (OL); Prepare Value cards (HC); Value questions.
Take home assignment: The Events assignment (HC);
Team Project: Leadership Development Session.
Relevant reading: Erickson, 2009.

**Part 2: Values across Generations and Cultures**

In class: Theory X and Y; generation and cultural differences.
Due today: Best Team assignment (HC).
Take home assignment: Values & Music / Going International / Skit (HC + presentation).

**Class 4:**

**Part 1: Leaders’ Traits (part 1)**

In class: Personality traits and their dark side; Best-Name competition.
Take home assignment: How Well assignment (HC).
Relevant reading: Daft, 97-102; Hughes, 218-223; Northhouse, 17-33.
Part 2: Leaders’ Traits (part 2)

In class: The heart and mind of leadership: Cognitive intelligence and emotional intelligence.

Due today: The Events assignment (HC); How Well assignment (HC).


*Your Values & Music / Going International / Skit assignments should be emailed to me and the TA*

Class 5:

Part 1: Diversified Values

In class: Group competition 😊

Due today: Values & Music / Going International / Skit (HC)

Part 2: Leaders’ Behavior

In class: The behavioral approach; assessing leadership; leadership derailment.

Due today: Team proposal: Topic for Leadership Development Session (HC).

Team Project (presentation, HC, and email) is due no later than 11/19.

Take home assignment: Babysitting or confronting assignment (HC).


Class 6:

Part 1: The Leader as a Coach

In class: Active listening, assertive behavior.

Due today: Babysitting or confronting assignment (HC).

Take home assignment: Coaching exercise (OL+HC).

Part 2: The Leader as a Coach (con’t.)

In class: Coaching behavior.

Take home assignment: HBS case study analysis (OL).

Class 7 Review
In class: Review

Class 8: Love and Fear
In class: HBS Case studies analysis.
Due today: HBS cases analysis (OL).

Class 9: Midterm

Class 10: Team-Time
In class: Meet with your team and finalize your team project . . . and then celebrate Halloween 😊
Take home assignment: Should-Love assignment (OL); Best Company assignment.

Part B: Focus on the Followers
Class 11:
Part 1: Followers’ Motivation
In class: Theories of motivation; job satisfaction; punishment; empowerment.
Due today: Should-Love assignment (OL); Best Company assignment.
   Relevant reading: Dubrin, 203-209*; Eden, 1992*; Hughes, 375-405; Hughes 525-530*.

Part 2: Leading Change
In class: Resistance to change; force field analysis; stages of implementing an effective change.
Take home assignment: Walk the Talk assignment (OL).

Part C: Focus on the Situation
Class 12:
Part 1: Situation Theories
In class: Organizational culture, the Situational Leadership model, Fiedler’s Contingency model.
Due today: Walk the Talk assignment (OL).
Part 2: Full Range of Leadership
In class: The Full Range of Leadership model: Non-leadership and transactional leadership.
Due today: Coaching exercise: personal report + feedback form (HC).
Take home assignment: Effective Vision.
   Relevant reading: Avolio, 60-73; Northouse, 188-189.

Class 13:
Part 1: Transformational and Charismatic Leadership
In class: Transformational leadership; charisma (and its dark side).

Part 2: Creating Vision
In class: Components and qualities of effective vision; leaders’ rhetorical skills.
Due today: Effective Vision
   Relevant reading: Emrich, 2001*.

Class 14: Review
In class: Review.
Take home assignment: Be good and be happy 😊

Class 15: Last but not Least
   In class: Coaching exercise revisited; Cases.

Class 16: Midterm (2)

Reading Material: Most of the reading material is available on MC. Papers from Harvard Business Review are available on-line through Brown library (look under eJournals).


of the beholder: Cross cultural lessons in leadership from Project GLOBE.
Academy of Management Perspectives, 20, 67-90.

Code of Academic Integrit

You must familiarize yourself with the Code of Academic Integrity in the Beijing Jiaotong University. It is your responsibility to ensure your behavior does not violate this code. You must observe the policies regarding various forms of academic dishonesty. The following statement about academic dishonesty has been provided by the Beijing Jiaotong University, “Activities that have the effect or intention of interfering with education, pursuit of knowledge, or fair evaluation of a student’s performance are prohibited.” Academic dishonesty will not be tolerated and may be handled by the Office of Student Conduct.

Inappropriate activity during exams (e.g., consulting notes or other students) may result in a zero on the exam and will be submitted to the Office of Student Conduct. As a student in this course, you will be held accountable for your actions.