

## *Syllabus*

# **MNGT-E1009 Leading yourself, teams, and organizations, 6cr**

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Instructor's contact information	Course information
<p>Pekka Pälli (responsible teacher) <a href="mailto:pekka.palli@aalto.fi">pekka.palli@aalto.fi</a></p> <p>Office: by appointment <a href="https://people.aalto.fi/pekka_palli">https://people.aalto.fi/pekka_palli</a></p>	<p>Status and level of the course: MSc. level course, mandatory in the MSc Programme People Management and Organizational Development, elective in the MSc Programme Strategic Management in a Changing World.</p> <p>Academic Year 2023-24, Period I, Mondays and Wednesdays 12:15-13:45 (please see exceptions for two workshops)</p> <p>Location: See the locations for the sessions in the MyCourses calendar or Sisu.</p> <p>Language of Instruction: English</p>

## **Overview**

Focusing on leadership capabilities in leading self, teams, and organizations, the course provides students with the theoretical knowledge of leadership functions and behaviors – and their evolution – in the context of contemporary working life and its challenges. With an emphasis on the transformational, relational, distributed, and servant aspects of leadership, the course will advance students' skills and knowledge on managing and leading people at work. Students will increase their own leadership capacities through reflection, practice, and feedback. In practice, this means making use of readings, self-reflection and experiential exercises related to course's core themes of self-leadership, team leadership, and organizational level leadership. The course also combines academic discussion with a strong practical orientation in order to give student skills and tools that can be quickly put to use in any organization.

## **Learning outcomes**

Upon successful completion of the course the student

- understands leadership as a phenomenon at the level of self, the level of teams, and the level of organization,
- knows the prevalent leadership models and approaches and their theoretical underpinnings,
- knows how to apply leadership models to contemporary working environment,
- has acquired knowledge and skills to analyze leadership behaviors and functions in organizational contexts,

- is able to reflect on their own performance in leadership situations,
- has increased self-awareness and self-management capability,
- understands the importance of ethical and transparent leadership practices in sustainable business.

## Requirements and grading

12 lectures sessions (incl. hands-on workshops); readings and learnings assignments based on them (individual tasks); Written analysis (individual task) of leadership actions occurring at a team level.

- Lectures and classroom activity (Note: you need to participate at least to 9 out of the 12 class sessions)
- Term papers and reflection papers: 80%.
- Analysis of a leadership situation: 20%.

Final grading: 1-5.

## Course content

Definitions and conceptual background to leadership; Major leadership theories and their applications in practicing leadership in contemporary organizations; Relational, transformational, and distributed aspects of leadership; Technological environment in leadership work; Team behavior, Building and leading effective teams; Organizational structure and design, Strategic leadership

## Assignments

**Term paper 1** deals with leadership theory. Based on the readings, the students are to write a short synthesis of different theoretical approaches to leadership (length requirement: 1600-2000 words).

**Term paper 2** is about practical leadership skills. Based on the readings, students are to write a reflective summary where they discuss and critically evaluate the good practices suggested in the literature. (Length requirement: 1600-2000 words).

**Leadership situation analysis** is an analytical paper, where students analyze leadership behaviors occurring in real-time group interaction. (Length requirement: 800-1000 words)

**Reflection paper** based on the self-leadership workshops and the readings assigned to workshops. (Length requirement: 600-800 words.)

Note: detailed instructions for the assignments will be shared on MyCourses by the course beginning.

## Readings

### Required for the Term paper 1:

- Collinson, D. (2020) 'Only Connect!': Exploring the Critical Dialectical Turn in Leadership Studies. *Organization Theory*, 1, 1-22.
- Day, D., Fleenor, J., Atwater, L., Sturm, R. & McKee, R. (2016) Advances in leader and leadership development: A review of 25 years of research and theory. *The Leadership Quarterly*, 25, 63-82.
- Ford, J. & Harding, N. (2018) Followers in leadership theory: Fiction, fantasy and illusion. *Leadership*, 14, 3-24.
- Ford, J, Harding, N., Gilmore, S. & Richardson, S. (2017) *Becoming the Leader: Leadership as Material Presence*. *Organization Studies*, 38, 1553-1571.
- Scott, C., Jiang, H., Wildman, J. & Griffith, R. (2018) The impact of implicit collective leadership theories on the emergence and effectiveness of leadership networks in teams. *Human Resource Management Review*, 28, 464-481.
- Uhl-Bien, M. (2006) Relational Leadership Theory: Exploring the social processes of leadership and organizing. *The Leadership Quarterly*, 17, 654-676.

### Required for the Term paper 2:

- Ancona, D., Malone, T., Orlikowski, W., Senge, P. (2007) In Praise of the Incomplete Leader. *Harvard Business Review*, February 2007, 92-100.
- Ashford, S. & Detert, J. (2015) Get the Boss to Buy In. *Harvard Business Review*, January-February 2015, 72-79.
- Cuddy, A., Kohut, M. & Neffinger, J. (2013) Connect, then lead. *Harvard Business Review*, July-August 2013, 92-100.
- Garvin, D. & Margolis, J. (2015) The Art of Giving and Receiving Advice. *Harvard Business Review*, January-February 2015, 60-71.
- Groysberg, B. & Slind, M. (2012) Leadership is a Conversation. *Harvard Business Review*, June 2012, 76-84.
- Schoemaker, P., Krupp, S, Howland, S. (2023 [2013]) Strategic Leadership: The Essential Skills. *Harvard Business Review*, Spring 2023, 10-15.

### Workshop readings

Reading will be announced at later date (TBA latest at the start of the course)

## Preliminary program & schedule (may be subject to changes)

Date/time	Session name	Content
4.9. (12-14)	Course introduction	Course practicalities; general motivational basis; definitions and areas of leadership
6.9. (12-15)	Self-leadership workshop 1	The importance of leading yourself; self-leadership in terms of career design
11.9. (12-14)	Leadership theories	Evolution of leadership theories; traditional and dominant theories vs. the New Paradigm approaches
13.9. (12-15)	Self-leadership workshop 2	Continuation from Workshop 1
18.9. (12-14)	Leadership models and styles	Transformational and transactional styles; Servant leadership; Ethical and authentic leadership; Leadership Grid; Four Framework approach
20.9. (12-14)	Teamwork and facilitation skills	Hands-on skills on facilitating teams at work
25.9. (12-14)	Leading teams	Group behavior; Leadership actions in teams; Communication within teams; building efficient teams
27.9. (12-14)	Leadership in and as real-time practice	Discussing the idea that leadership is and lies in situated practice; Practical exercise
2.10. (12-14)	Skills and practices of a leader	Learning from the “best practices” of leadership; learnable skills and practices
4.10. (12-14)	Cultural aspects to leadership	National and organizational culture in terms of leadership; Cultural intelligence; Diversity and inclusion
9.10. (12-14)	Organizational design	Strategic leadership; organizational structure; Organizational design as a methodology
11.10. (12-14)	Course wrap-up	Making sense of leadership; insights for the future of working life