

Assignments

Course: Leading yourself, teams, and organizations, 6 cr. ©Pekka Pälli 2022

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General document settings instruction

In all writing assignments (where applicable and unless otherwise instructed): use APA style for the format of the papers: <https://apastyle.apa.org/>

Workshop assignments

Assignments for 7.9. that need to be done by 11.00 on the day of the lecture.

Write a career narrative (350-400 words)

What are the important events, turning points, people or insights that have shaped your career path so far? List the events in an order that makes the most sense to you and write a short narrative about your path. PLEASE BRING THE NARRATIVE TO CLASS ON PAPER OR COMPUTER.

Write a reaction paper (350-400 words)

De Vos, A., Van de Heijdens, B.I.J.M. & Akkermans, J. (2020) Sustainable careers: Towards a conceptual model. *Journal of Vocational Behavior* 117, 1-13.

Summarise the paper in your own words and reflect how it made you think about your own career.

Note on reaction paper article (same goes to all readings): you have a free access to the articles from Aalto network (or, for example when working from home and if not logged on Aalto network), through Aalto library services. However, you need to upload the articles by yourself.

Assignment for 14.9., needs to be done by 11:00 on the day of the lecture.

Write a reaction paper (350-400 words)

Mitra, R., & Buzzanell, P. M. (2017). Communicative tensions of meaningful work: The case of sustainability practitioners. *Human Relations*, 70(5), 594-616.

Summarize the paper in your own words and reflect how you construct meaningfulness in your own work/previous work.

Assessment of all workshop assignments: pass/fail

Term papers (80% (40%/paper) of the course grade)

Term paper 1 is about leadership theory. Based on the readings, the students are to write a short synthesis of different theoretical approaches to leadership.

Here, synthesis means that you present and discuss the main theoretical approaches – as outlined in the literature (readings for the assignment) – to leadership. Use a suitable main title, and use applicable amount of subtitles.

The idea is not to produce an extensive list of all theories or approaches mentioned in the literature merely by quoting the articles. Instead, you should present the theoretical ideas through your own reflection, e.g. grouping different theoretical approaches together, comparing them, discussing them in light of their applicability, relevance, and (possible) strengths and weaknesses.

Use academic writing conventions and APA referencing style <https://apastyle.apa.org/>.

The readings for the assignment (you are required to cite at least 5 out of the following 6 papers):

- 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.
- Denis, J-L., Langley, A. & Sergi, V. (2012) Leadership in the Plural. *The Academy of Management Annals*, 6, 211-283,
- Raelin, J. (2011). From leadership-as-practice to leaderful practice. *Leadership*, 7, 195-211.
- 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.

Word count: 1600-2000 words.

Deadline: Friday, September 23rd (so this in a sense a mid-term paper).

Term paper 2 is about practical leadership skills. Based on the readings, you are to write a reflective summary where you discuss and critically evaluate the good practices suggested in the literature.

Please structure the paper around some specific, e.g. 4–5, themes through which you address and discuss the learnings from the articles. The idea is not to go through and summarize each article, but, instead, to discuss the good practices and skills of leadership that the articles suggest in your own words.

As in term paper 1, use academic writing conventions and APA referencing style <https://apastyle.apa.org/>. Cite at least 5 out the 6 following papers:

Ancona, D., Malone, T., Orlikowski, W., Senge, P. (2007) In Praise of the Incomplete Leader. *Harvard Business Review*, February 2007, 92-100.

Cuddy, A., Kohut, M. & Neffinger, J. (2013) Connect, then lead. *Harvard Business Review*, July-August 2013, 92-100.

George, B., Sims, P., McLean, A. & Mayer, D. (2007) Discovering Your Authentic Leadership. *Harvard Business Review*, February 2007, 129-138.

Groysberg, B. & Slind, M. (2012) Leadership is a Conversation. *Harvard Business Review*, June 2012, 76-84.

Haas, M. & Mortensen, M. (2016) The Secrets of Great Teamwork. *Harvard Business Review*, June 2016, 71-76.

Kteily, N. & Finkel, E. (2022) Leadership in a Politically Charged Age. *Harvard Business Review*, July-August 2022, 109-117.

Word count: 1600-2000 words.

Deadline: Wednesday, October 12th.

Analysis of leadership behaviors (20% of the course grade)

Leadership situation analysis is an analytical paper, where you analyze leadership behaviors occurring in real-time group interaction.

The analysis is based on group interaction exercise that you do in small groups. The exercise is a meeting where you discuss a case and come up with a joint decision. In your analysis, you analyze reflectively how different communicational and interactional behaviours occurred in your group and how they led to(wards) the outcome of your discussion. More specific details and instructions for the group discussion and analysis are presented in class during the sessions when we address the topic of leading teams.

Word count: 800-1000 words.

Deadline: Monday, October 17th.

4 Note on attendance

Please note that this course follows a general guideline of all courses which is that the student should attend to at least 70-80% of the class sessions. Overall, attendance is *strongly recommended* in order to get the designed learning take-aways of the course.