

## Kurssimateriaali

### AKO-E3010 Johtaminen ja johtajuus (5 op) kevät 2020

Kurssin kirjallisuus koostuu opettajan valitsemista tieteellisistä ja populääreistä artikkeleista, kirjaluvuista ja mediamateriaalista. Materiaalin saatavuudesta kuulet tietoja ensimmäisellä luennolla.

Kurssimateriaali koostuu kolmenlaisesta sisällöstä: luentokalvoista, luentojen kirjallisuudesta sekä muusta, ylimääräisestä aiheesta käsittelevästä materiaalista. Harjoitustehtäviä varten on vähintään tutustuttava luentosisältöihin sekä niitä tukevaan materiaaliin. Lisämateriaalia on tarkoitettu edelleen taustoittamaan kurssin eri teemoja. Ko. materiaalin läpikäynti tapahtuu opiskelijan oman kiinnostuksen ohjaamana.

LUENTO 1	
<b>Luennon kirjallisuus</b>	<p>Andersen, J.A. (2017). <i>Leadership studies: all bridges have been burned</i>. LSE Business Review blog post. Available online: <a href="http://blogs.lse.ac.uk/businessreview/2017/09/05/leadership-studies-all-bridges-have-been-burned/">http://blogs.lse.ac.uk/businessreview/2017/09/05/leadership-studies-all-bridges-have-been-burned/</a></p> <p>Alvesson, M. &amp; Spicer, A. (2011). Chapter 2: Theories of Leadership. pp. 8-30. In M. Alvesson and A. Spicer (eds.) <i>Metaphors We Lead By: Understanding Leadership in the Real World</i>. Abingdon, Oxon; New York, NY: Routledge.</p> <p>Grint, K. (2005). Chapters 0: Introduction and 1: What is leadership: person, result, position or process? pp. 1-32. <i>Leadership: Limits and possibilities</i>. Management, Work &amp; Organisations. Hampshire: Palgrave Macmillan.</p>
<b>Lisämateriaalia</b>	<p>Andersen, J. A. (2016). Leadership scholarship: all bridges have been burned. <i>Leadership and the Humanities, (4): 2</i>, 108-125.</p> <p>Alvesson, M. &amp; Sveningsson, S. (2003). Good visions, bad micro-management and ugly ambiguity: contradictions of (non-)leadership in a knowledge-intensive organization. <i>Organization Studies, 24(6)</i>, 961-988.</p> <p>Barker, R. A. (2001). The nature of leadership. <i>Human Relations, 54(4)</i>, 469-494.</p> <p>Collinson, D., &amp; Tourish, D. (2015). Teaching leadership critically: New directions for leadership pedagogy. <i>Academy of Management Learning &amp; Education, 14(4)</i>, 576-594.</p> <p>Glynn, M. A., &amp; Raffaelli, R. (2010). Uncovering mechanisms of theory development in an academic field: Lessons from leadership research. <i>Academy of Management Annals, 4(1)</i>, 359-401.</p> <p>House, R. J., &amp; Aditya, R. N. (1997). The social scientific study of leadership: Quo vadis?. <i>Journal of Management, 23(3)</i>, 409-473.</p> <p>Virtaharju, J. (2016) Chapter 3.2. The Evolution of leadership theorization, pp.11-15. In Making Leadership: Performances, Practices, and Positions that construct leadership. Aalto University, Department of Industrial Engineering and Management, doctoral dissertations, 188/2016. Available online: <a href="http://urn.fi/URN:ISBN:978-952-60-7020-9">http://urn.fi/URN:ISBN:978-952-60-7020-9</a></p>

LUENTO 2	
<b>Luennon esilukemisto</b>	<p>Drucker, P. (2004). What Makes an Effective Executive. <i>Harvard Business Review</i>, 82(6), 58-63.</p> <p>Radcliffe, S. (2012). <i>Leadership: Plain and Simple</i>. Financial Times Series. Dorchester, Dorset: Pearson Education Limited. Chapters 1-5, pp. 1-90.</p>
<b>Luennon kirjallisuus</b>	<p>Holmberg, I. &amp; Tyrstrup, M. (2010) Well then – what now? An everyday approach to managerial leadership. <i>Leadership</i>, 6(4), 353-372.</p> <p>Tengblad, S. (2006). Is there a 'new managerial work'? A comparison with Henry Mintzberg's classic study 30 years later. <i>Journal of Management Studies</i>, 43(7), 1437-1461.</p>
<b>Lisämateriaalia</b>	<p>Collinson, D. (2005). Dialectics of leadership. <i>Human Relations</i>, 58(11), 1419-1442.</p> <p>Kotter, J. (1982/1999) 'What effective general managers really do', <i>Harvard Business Review</i> 77(2): 145–56.</p> <p>Mintzberg, H. (1973). <i>The nature of managerial work</i>. Harpercollins College Div.</p> <p>Porter, M. &amp; Nohria, N. (2018). The Spotlight: leader's calendar. <i>Harvard Business Review</i>, 96(4). Parts "How CEOs manage time", "What do CEOs actually do?", and "One CEO's approach to managing his calendar". Available online: <a href="https://hbr.org/archive-toc/BR1804">https://hbr.org/archive-toc/BR1804</a></p> <p>Virtaharju, J. (2016) Chapter 3.3. The definitional problem in mainstream leadership perspectives, pp.16-20. In <i>Making Leadership: Performances, Practices, and Positions that construct leadership</i>. Aalto University, Department of Industrial Engineering and Management, doctoral dissertations, 188/2016. Available online: <a href="http://urn.fi/URN:ISBN:978-952-60-7020-9">http://urn.fi/URN:ISBN:978-952-60-7020-9</a></p> <p>Zaleznik, A. (1977). Managers and leaders. <i>Harvard Business Review</i>, 55(3), 67-78.</p>

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<b>Luennon kirjallisuus</b>	<p>Humphrey, R., Pollack, J. &amp; Hawver, T. (2008). Leading with emotional labor. <i>Journal of Managerial Psychology</i>, 23(2), 151-168.</p> <p>Marchant, R. (2019). Stoicism: A masterclass in emotion regulation. <i>Antidotes for Chimps @Medium.com</i>. Available online: <a href="https://medium.com/antidotes-for-chimps/stoicism-a-masterclass-in-emotion-regulation-622546bd25d5">https://medium.com/antidotes-for-chimps/stoicism-a-masterclass-in-emotion-regulation-622546bd25d5</a></p> <p>Smircich, L. &amp; Morgan, G. (1982). Leadership: The Management of Meaning. <i>Journal of Applied Behavioral Science</i>. 18(3), 257-273.</p> <p>Torkki, J. (2006). Puhevalta: kuinka kuulijat vakuutetaan. Keuruu: Otava. s. 253-282.</p>
<b>Lisämateriaalia</b>	<p>Aurelius, M. (2002). <i>The Emperor's handbook: A new translation of the Meditations</i>. Scribner: New York, NY.</p> <p>Eskelinen, V. (2018). Venäjän asevoimien ylin johto puhejohtajina. Maanpuolustuskorkeakoulu, Johtamisen ja sotilaspedagogiikan laitos. Pro Gradu -työ. Available online: <a href="http://www.doria.fi/handle/10024/160394">http://www.doria.fi/handle/10024/160394</a></p> <p>George, B., Sims, P., McLean, A. N., &amp; Mayer, D. (2007). Discovering your authentic leadership. <i>Harvard Business Review</i>, 85(2), 129.</p> <p>Goleman, D. (2000). Leadership that gets results. <i>Harvard Business Review</i>, 78(2), 78-89</p> <p>MSNBC (2008). Barack Obama Victory Speech 2008. Available online: <a href="https://www.youtube.com/watch?v=CnvUUauFJ98">https://www.youtube.com/watch?v=CnvUUauFJ98</a></p> <p>Robertson, D. (2019) Marcus Aurelius on Stoicism and Leadership. <i>The Startup @Medium.com</i>. Available online: <a href="https://medium.com/swlh/marcus-aurelius-on-stoicism-and-leadership-9bcd3854834f">https://medium.com/swlh/marcus-aurelius-on-stoicism-and-leadership-9bcd3854834f</a></p> <p>Shamir, B. (2007). Strategic leadership as management of meanings. In R. Hooijberg, J.G. Hunt, J. Antonakis &amp; K.B. Boal(Eds.) <i>Being there even when you are not: Leading through strategy, structures, and systems</i>. Monographs in Leadership and Management, 4. Amsterdam: Elsevier.</p> <p>Sinek, S. (2016). "Most leaders don't even know the game they are in". Sinekin puhe siitä miksi empatia on keskeinen johtamistaito ja luottamus keskeinen johtamistulos. Available online: <a href="https://www.youtube.com/watch?v=RyTQ5-SQYTo">https://www.youtube.com/watch?v=RyTQ5-SQYTo</a></p> <p>Spye, L. (2016). The most trusted white man in black America. <i>Politico</i>. Available online: <a href="https://www.politico.com/magazine/story/2016/07/robert-f-kennedy-race-relations-martin-luther-king-assassination-214021">https://www.politico.com/magazine/story/2016/07/robert-f-kennedy-race-relations-martin-luther-king-assassination-214021</a></p> <p>Yle (2009) Suuret puheet: Yle Puheen ohjelmasarja suomalaisen poliittisen historian merkkipuheista. Näkökulma juttusarjassa on historiallinen, ei retorinen, mutta asiasisältö on hyvää. Suosittelen erityisesti jaksoa "Puhe joka lopetti kapinan". Available online: <a href="https://areena.yle.fi/1-2662935">https://areena.yle.fi/1-2662935</a></p>

<b>LUENTO 4</b>	
<b>Luennon kirjallisuus</b>	<p>Alvesson, M. &amp; Kärreman, D. (2016). Intellectual failure and ideological success in organization studies: The case of Transformational Leadership. <i>Journal of Management Inquiry</i>. 25(2), 139-152.</p> <p>Conger, J. (2011). Charismatic Leadership. In Bryman, A., Collinson, D., Grint, K., Jackson, B. &amp; Uhl-Bien, M. (Eds.) <i>The Sage Handbook of Leadership</i>. London: Sage Pub.</p>
<b>Lisä-materiaalia</b>	<p>Conger, J. A. (1999). Charismatic and transformational leadership in organizations: An insider's perspective on these developing streams of research. <i>Leadership Quarterly</i>, 10(2), 145-179.</p> <p>Díaz-Sáenz H. (2011). Transformational Leadership. In Bryman, A., Collinson, D., Grint, K., Jackson, B. &amp; Uhl-Bien, M. (Eds.) <i>The Sage Handbook of Leadership</i>. London: Sage Pub.</p> <p>Islam, G. (2009). Animating leadership: Crisis and renewal of governance in 4 mythic narratives. <i>Leadership Quarterly</i>, 20(5), 828-836.</p> <p>Kuronen, T., &amp; Virtaharju, J. (2015). The fishing president: Ritual in constructing leadership mythology. <i>Leadership</i>, 11(2), 186-212.</p> <p>Kuronen, T., Virtaharju, J. &amp; Huhtinen, A-M. (2016) Re-imagining the primal leader: Vladimir Putin and the rhizomatic emergence of the “new” Russian leadership. In Vuorinen, M, Kuronen, T. &amp; Huhtinen, A-M (eds.) <i>Regime Changes in 20<sup>th</sup> Century Europe: Reassessed, Anticipated and in the Making</i>. Newcastle-upon-Tyne: Cambridge Scholars Publishing.</p> <p>Van Knippenberg, D., &amp; Sitkin, S. B. (2013). A critical assessment of charismatic-transformational leadership research: Back to the drawing board?. <i>Academy of Management Annals</i>, 7(1), 1-60.</p> <p>Willner A (1984) <i>The Spellbinders: Charismatic Political Leadership</i>. New Haven: Yale University Press.</p>
<b>LUENTO 5</b>	
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<b>LUENTO 6</b>	
<b>Luennon kirjallisuus</b>	<p>Denis, J-L., Langley, A. &amp; Sergi, V. (2012). Leadership in the plural. <i>Academy of Management Annals</i>. 6(1), 211-283.</p> <p>Ladkin, D. (2010). Why there are so many different theories of leadership? In <i>Rethinking leadership: A new look at old leadership questions</i>. Edward Elgar Publishing. pp. 15-33.</p> <p>Virtaharju, J. &amp; Liiri, T. (2019). The supervisors who became leaders: Leadership emergence via changing organizational practices. <i>Leadership</i>. 15(1), 103-122.</p>
<b>Lisä-materiaalia</b>	<p>Alvesson M and Spicer A (2011). <i>Metaphors We Lead By: Understanding Leadership in the Real World</i>. Abingdon, Oxon; New York, NY: Routledge.</p> <p>Crevani, L., Lindgren, M., &amp; Packendorff, J. (2007). Shared leadership: a post-heroic perspective on leadership as a collective construction. <i>International Journal of Leadership Studies</i>, 3(1), 40-67.</p> <p>Crevani, L., Lindgren, M., &amp; Packendorff, J. (2010). Leadership, not leaders: On the study of leadership as practices and interactions. <i>Scandinavian Journal of Management</i>, 26(1), 77-86.</p> <p>Drath, W. H., McCauley, C. D., Palus, C. J., Van Velsor, E., O'Connor, P. M., &amp; McGuire, J. B. (2008). Direction, alignment, commitment: Toward a more integrative ontology of leadership. <i>Leadership Quarterly</i>, 19(6), 635-653.</p> <p>Drath, W. H., &amp; Palus, C. J. (1994). <i>Making common sense: Leadership as meaning-making in a community of practice</i>. Center for Creative Leadership. Report No. 156. Greensboro, NC: CCL.</p> <p>Fairhurst, G. T., &amp; Grant, D. (2010). The social construction of leadership: A sailing guide. <i>Management Communication Quarterly</i>, 24(2), 171-210.</p> <p>Grint, K. (2005b). Problems, problems, problems: The social construction of 'leadership'. <i>Human Relations</i>, 58(11): 1467–1494.</p> <p>Gronn, P. (2009). Leadership configurations. <i>Leadership</i>, 5(3), 381-394.</p> <p>Kelly, S. (2014). Towards a negative ontology of leadership. <i>Human Relations</i>, 67(8), 905-922.</p> <p>Ladkin D (2011). <i>Rethinking Leadership: A New Look at Old Leadership Questions</i>. Cheltenham: Edward Elgar Publishing Inc.</p> <p>Ospina, S., Foldy, E., Fairhurst, G. &amp; Jackson, B. (2020) Collective dimensions of leadership: Connecting theory and method. <i>Human Relations</i>, 73(4), 441-463.</p> <p>Pfeffer, J. (1977). The ambiguity of leadership. <i>Academy of Management Review</i>, 2(1), 104-112.</p>

	<p>Raelin, J. A. (2011). From leadership-as-practice to leaderful practice. <i>Leadership</i>, 7(2), 195-211.</p> <p>Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership and organizing. <i>Leadership Quarterly</i>, 17(6), 654-676.</p>
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<b>Luennon kirjallisuus</b>	<p>Padilla, A., Hogan, R. &amp; Kaiser, R.B. (2007). The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. <i>Leadership Quarterly</i>. 18(3), 176-194.</p> <p>Tourish, D. &amp; Vatcha, N. (2005). Charismatic leadership and the corporate cultism at Enron: The elimination of dissent, the promotion of conformity and organizational collapse. <i>Leadership</i>. 1(4), 455-480.</p>
<b>Lisä-materiaalia</b>	<p>Walker, J. (2019) Assholes: a theory. Documentary film. Available online (until 16.5.2020) <a href="https://areena.yle.fi/1-50350339">https://areena.yle.fi/1-50350339</a></p> <p>Bligh MC, Kohles JC and Pillai R (2011) Romancing leadership: Past, present, and future. <i>Leadership Quarterly</i>. 22(6), 1058–1077.</p> <p>Gemmill G and Oakley J (1992) Leadership: An alienating social myth? <i>Human Relations</i>. 45(2), 113–129.</p> <p>Kets deVries, M. F. (1988). Prisoners of leadership. <i>Human Relations</i>. 41(3), 261-280.</p> <p>Meindl, J. R., Ehrlich, S. B., &amp; Dukerich, J. M. (1985). The romance of leadership. <i>Administrative Science Quarterly</i>. 30(1), 78-102.</p> <p>Sadler-Smith, E., Robinson, G., Akstinaite, V. &amp; Wray, T. (in press.). Hubristic leadership: Understanding the hazard and mitigating the risks. <i>Organizational Dynamics</i>.</p> <p>Tourish, D. (2013). <i>The dark side of transformational leadership: A critical perspective</i>. Routledge.</p> <p>Yle (2018) 12 diktaattoria: Yle Puheen ohjelmasarja lähihistoriamme tunnetuista ja vähemmän tunnetuista hirmuhallitsijoista. Available online: <a href="https://areena.yle.fi/1-3948085">https://areena.yle.fi/1-3948085</a></p>

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<b>Luennon kirjallisuus</b>	<p>Ciulla, J. B. (2012). Ethics and leadership effectiveness. In D. Day &amp; J. Antonakis (eds.) <i>The Nature of Leadership</i>, 2nd ed., pp. 508-540.</p> <p>Watters, B. (2017). Leadership in the 'Wicked' problem of Bosnia's civil war: A case study examining ethical decision making under duress. <i>Leadership</i>. DOI:10.1177/1742715017725641</p>
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<b>Lisä- materiaalia</b>	<p>Grint, K. (2016). Dirty Hands and Clean Heels: 21 days of political leadership in the UK. <i>Leadership</i>, 12(5), 564-580.</p> <p>Kempster, S., Jackson, B., &amp; Conroy, M. (2011). Leadership as purpose: Exploring the role of purpose in leadership practice. <i>Leadership</i>, 7(3), 317-334.</p> <p>Sanders, P. (2016). The 'strange Mr Kastner' – Leadership ethics in Holocaust-era Hungary, in the light of grey zones and dirty hands. <i>Leadership</i>, 12(1): 4-33.</p> <p>Sherman, N. (2007). <i>Stoic warriors: The ancient philosophy behind the military mind</i>. Oxford University Press.</p>
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