

Leadership in Organizations

Academic Year: **2013/2014**

Semester: 1st

Instructor(s): Francesco Sguera

Course Objectives:

This course is designed to increase students' theoretical and practical understanding of leadership in organizations and to enhance their skills and competencies in facing modern management challenges. These objectives will be attained through readings from the textbook and the use of case-studies, simulations, and multimedia (videos, video cases, etc.) to enhance discussion of the material.

Course Content:

*What is leadership?
What is the leadership process?
Where does the leader's source of influence stem from?
What forms of leadership have been effective?
What forms of leadership are not effective?
Does leadership make a difference?
Are there substitutes for and neutralizers of leadership?
What is the dark side of leadership?
Who is the charismatic leader?
What type of leadership is needed for organizations preparing for entry into the 21st century?*

Grading:

The final grade is calculated based on two exams (mid-term and final), a research - based essay on a leadership topic, and class participation. The following percentages will be used to calculate the final grade:

*35% - Mid-term exam
35% - Final exam
20% - Research - based essay on a leadership topic
10% - Class Participation.*

Midterm and Final Exam (35% + 35%): *There will be a mid-term and a final examination, each covering half of the class topics. The mid-term and final exams are closed book and closed note. The grade in both these exams must be higher or equal to 8/20. If the score of one of the two exams is less than 8, students will be required to take the make-up exam in order to pass the course.*



Research-based essay on a leadership topic (20%): Students will choose between reading a short book, a case-study, a leader biography, or watching a movie from a predefined list and write a 3 page essay that applies concepts and analytical insights from this course. As an example I may ask you: What type of leader is the main character of the book or the movie? Where does his/her source of influence stem from?

Participation (10%): In 2005, Steve Jobs gave a speech at Stanford's Commencement. His main advice to young students like you was simple: "Stay angry, Stay foolish!"

<http://www.youtube.com/watch?v=D1R-jKKp3NA>

When you participate in the class: be curious; be inquisitive; open yourself up to new information and ideas; assume the responsibility for your own development, and use me, the content of the course, and the interactions with your colleagues to facilitate this process.

Make-up exam: Admission to the make-up exam will be given to students who have attended at least 50% of the course and either failed the mid-term exam or the final exam (grade > 8 and < 10). The grade on the make-up exam replaces the overall course grade with one important condition: the maximum grade will have a cap set at 16 points.

Bibliography:

Hughes, Ginnett, & Curphy (2013). Leadership: Enhancing the Lessons of Experience, 7th edition, McGraw-Hill.

Pierce J. L. and J.W. Newstrom (2011). Leaders and the Leadership Process: Readings, Self-Assessments & Applications, 6th edition, McGraw-Hill.

Biography:

Dr. Francesco Sguera earned his MA in Political Science, MS in Management and Web Technology, and Ph.D. in Business Administration at the University of Bologna. He spent the last 6 years at the Ross School of Business (*University of Michigan*) as invited visiting scholar and post-doc research fellow. He recently joined Católica Lisbon School of Business and Economics as assistant professor of organizational behavior. His research interests deal with the role of employees' emotions for organization performance and emotion management for modern leaders.

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This syllabus may be subject to change
