



APPLIES TO ACADEMIC YEAR 2008/2009

## DRE 6001 Research on leadership

### Program

### Responsible for the course

Øyvind Martinsen

### Department

Department of Leadership and Organizational Behaviour

### Term

According to study plan

### ECTS Credits

6

### Language of instruction

To be decided

**Responsible lecturer:** Associate professor Øyvind L. Martinsen, PhD

**Duration:** 30 participation hours (6X5 hours)

**Dates will be announced later. The course is scheduled in spring 2010 and may be revised prior to that time.**

- 1) Introduction and overview. Research design in leadership research. The trait approach. Associate professor Øyvind L. Martinsen, Norwegian School of Management and University of Bergen
- 2) The dark side of leadership. Emotional intelligence (subjects may be changed). Professor Adrian Furnham, London University College
- 3) Transformational leadership. Gender Issues. Professor Geir Kaufmann, Lillehammer University College and Norwegian School of Management.
- 4) Strategic leadership. Professor Mark Kriger, Norwegian School of Management
- 5) Team leadership. Associate professor Jan Ketil Arnulf. Norwegian School of Management

### Lecturers:

Professor Adrian Furnham, London University College, professor Mark Kriger, Ph.D, BI, professor Geir Kaufmann, Ph.D, Lillehammer University College and BI, associate professor Jan Ketil Arnulf, Ph.D, BI, and associate professor Øyvind L. Martinsen, Ph.D, BI.

### Objective

What are the characteristics of effective leaders and what are the conditions for effective leadership? To these important questions there are no simple answers. Actually, the field is complex through its large number of theories. Moreover, in the main bulk of theories effectiveness is seen as dependent on leader characteristics, task characteristics, and contextual influences. Despite this complexity, leadership research has made progress especially during the last two decades and a number of important developments have been made. Some of these will be emphasized in this course. Moreover, because of the complexity involved, it is important that leadership and leadership effectiveness are studied through adequate research designs. Thus, the course aims at giving students an advanced theoretical basis for some of the scientific problems that are at the frontiers of leadership research today, and it will aim at giving an understanding of the relevance of different types of research designs in research on leadership.

### Scope

It is important that students become capable of critically evaluating research on leadership. Thus, part of the first day of the course will be dedicated to measurement issues and to the strengths and relevance of different types of research designs. The remaining days of this course will cover key issues in contemporary leadership research, where we will emphasize leader traits, leader styles, dangerous leadership, strategic leadership, transformational leadership, gender issues, and leadership development.

### Prerequisites

Admission to a PhD Programme is a general requirement for participation in PhD courses at BI Norwegian School of Management.

External candidates are kindly asked to attach confirmation of admission to a PhD programme

when signing up for a course with the doctoral administration. Candidates can be allowed to sit in on courses by approval of the course leader. Sitting in on courses does not permit registration for courses, handing in exams or gaining credits for the course. Course certificates or conformation letters will not be issued for sitting in on courses

### **Compulsory literature**

#### **Collection of articles:**

A collection of articles which will be made available before the course starts

### **Recommended literature**

#### **Course outline**

Research methods in the study of leadership

- Leader traits and leader behaviors
- Dangerous leadership. Dark side.
- Strategic leadership
- Transformational and charismatic leadership.
- Gender and leadership.
- Team leadership or leadership development.

### **Computer-based tools**

### **Course structure**

#### **Evaluation**

Individual Paper/Essay (12 pages)

The paper/essay must be submitted directly to the Doctoral Office in two paper copies - including declaration form. Deadline for submitting papers are two months after the last course day. The evaluation will be pass (A or B) or fail.

The paper should be original work, and be written specifically for this course.

#### **Evaluation code(s)**

DRE 60011

#### **Aids at the examination**

All aids are permitted

#### **Makeup exam**

#### **Honour Code**

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honour code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honour code system, to which the faculty are also deeply committed.

Any violation of the honour code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and are at the heart of the honor code and academic integrity. If you have any questions about your responsibilities under the honour code, please ask.