



APPLIES TO ACADEMIC YEAR 2012/2013

## DRE 6001 Research on Leadership

### Programme

Leadership and Organization

### Responsible for the course

Øyvind Martinsen

### Department

Department of Leadership and Organizational Behaviour

### Term

According to study plan

### ECTS Credits

6

### Language of instruction

English

### Introduction

#### Please note that this course will be revised before it is offered again

This course targets research on the characteristics of effective leaders and the conditions for effective leadership. The central premises are that leader effectiveness is dependent on leader characteristics, task characteristics, and contextual influences while the concept leader effectiveness itself is multifaceted. Challenges in this field is that the influence mechanisms themselves have not always been clearly understood and that a large number of theories have been postulated over the years. Despite this, leadership research has made progress during the last two decades through a renewed emphasis on leader traits and new theories on transformational leadership, authentic leadership, and more recently self leadership. Several developments in these areas will be emphasized in this course in addition to an in depth focus on methods and research design issues. 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.

### Learning outcome

1. Participants should become acquainted with central perspectives in past and present research on leadership.
2. Participants should develop knowledge on personality traits and their role and limitations in leadership.
3. Participants should develop knowledge about advances in contemporary theories in the leader behavior tradition and in theories on charismatic and transformational leadership.
4. Participants should develop in depth knowledge about central methods, like 360 degree leader evaluations, and about strong and weak research designs in leadership research.
5. Participants should become able to recognize research opportunities in this field, e.g., as regards influence mechanisms and more.

### Prerequisites

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

External candidates are kindly asked to attach confirmation of admission to a PhD programme when signing up for a course with the doctoral administration. Other candidates may be allowed to sit in on courses by approval of the courseleader. 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 reading

#### Books:

Shadish, William R., Thomas D. Cook, Donald T. Campbell. 2002. Experimental and quasi-experimental designs for generalized causal inference. Houghton Mifflin. (chapters 1, 2, 3, 5,

and 8) (165 pages)

Yukl, Gary A. 2010. Leadership in organizations. 7th ed. Pearson Education

**Collection of articles:**

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

**Recommended reading**

**Course outline**

Topics covered

- Leader traits and leader behaviors
- Dangerous leadership. Dark side.
- Transformational and charismatic leadership.
- Authentic leadership
- Gender and leadership.
- Team leadership or leadership development.
- 360 degree leader evaluations
- Research design issues.

**Computer-based tools**

**Learning process and workload**

1. Lectures	30 hours
2. Specified learning activities (including reading)	95 hours
3. Autonomous student learning (including the written course paper)	40 hours
4. One class presentation	5 hours
Total	170 hours

**Examination**

Individual Paper/Essay (12 pages) The paper should be original work, and be written specifically for this course.

Grading: pass/fail.

**Examination code(s)**

DRE 60011 counts for the final grade in the course

**Examination support materials**

All aids are permitted

**Re-sit examination**

Re-takes are only possible at the next time a course will be held. When the course evaluation has a separate exam code for each part of the evaluation it is possible to retake parts of the evaluation. Otherwise, the whole course must be re-evaluated when a student wants to retake an exam.

**Additional information**

**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 academy integrity. If you have any questions about your responsibilities under the honour code, please ask.