



APPLIES TO ACADEMIC YEAR 2013/2014

MAN 1656/1657 Leadership; Power and Sensemaking

Programme

Responsible for the course

Steinar Bjartveit, dr. Violeta Barvydiene

Department

Term

According to study plan

ECTS Credits

30

Language of instruction

English

Introduction

The programme provides leaders with new knowledge about leadership - new perspectives to discern what distinguishes great leaders from mediocre ones and about what executive power and sense-making means in practice. It also focuses on how to successfully manage sense-making projects and how to make sense. Leadership is meaningless if the leader is not able to provide sense.

What is it that the leader wants to achieve through his/her leadership? And how is the relationship between the leadership role and the leader as a person to be understood? Can the leader him/herself be an obstacle to exercising leadership? How can conscious choices and an awareness of his/her own leadership function become a valuable resource for the leader? Hereby the main objectives of the programme are:

- To introduce participants to some classic works on leadership — existentialism and phenomenology;
- To demonstrate ways of turning conscious choices and understanding of leadership sense into valuable leadership strengths;
- To discuss leadership in the context of political prerequisites and social responsibility under extreme changes;
- To develop participants' philosophy of leader's life and activity, to reveal their charisma and essential strengths, which will help them to strengthen their personal power and identity, influence, and emotional intellect.

Learning outcome

Knowledge and understanding :

Knowledge of leadership classics, latest leadership theories, and basics of existential and phenomenological philosophy and psychology. Understanding and knowledge of what makes one become a leader; development of a conscious and socially responsible attitude to his/her own.

Cognitive skills :

At the end of the course, students are expected to be able to demonstrate detailed understanding of what good leadership implies, the significance of executive power and sense-making in practice and be able successfully manage opinions and projects aimed at common opinion formation and how to make sense.

Transferable skills, competence and attitudes :

Ability to consciously choose his/her main life and activity values; ability to strive to implement these values by implementing the organisation's vision and achieving its objectives. Ability to identify the relationship of freedom and responsibility through targeted change while pursuing noble goals. Ability to conduct analysis of leadership examples or of ideals and philosophical, ethical, or psychological concepts used to substantiate leadership; ability to conduct practical explication of results obtained with regard to leadership theories/models.

Prerequisites

Bachelor degree, corresponding to 180 credits from an accredited university, university college or similar educational institution.

The applicant must be at least 25 years of age.

At least four years of managerial work experience.

Motivation evidence to accomplish study requirements.

At least upper intermediate level of English.

Compulsory reading

Recommended reading

Course outline

Leadership classics:

Concept of a perfect human being. Concept of a perfect ruler. The genius theory. Individualism and hierarchy. Symbolic authority and charisma. Types of leadership and moral culture. My personality: existential practice.

Authenticity of a leader

Authenticity and uniqueness of a leader

Transcendental demands as criteria of personal maturity

Philosophy of life and activity, its unique meaning: existential practice

Values of a leader and essential change in consciousness

Leader – master of power:

Forms of power. Authoritarianism and mythologization of nature. Power manipulation theories and principles. Game theory in dilemma leadership. Games and transgression of limits. Problems of ethical authority. Aristotle and Stoicism. Machiavellian teachings. My personality: power of personal value, power of emotional intellect, thought as consolidation of all powers.

Social capital and social responsibility:

Development of consciousness in the context of leadership. A leader and a chief. Leadership for variation and creativity. Creativity in context – innovation-generating innovation. Creative individualism and leadership.

Leadership and dialogue:

Relationship between a leader and a follower. Influence and influencing. Rhetoric and persuasion. Favourable and unfavourable conditions for the dialogue. Skill necessary for dialogue realization. Dialogue as a basis for creativity and organisation development.

Leadership in periods of extreme change:

Leadership myths. Leader's charisma. Leadership as storytelling. Organisational drama and stories as controlling tools.

Computer-based tools

None

Learning process and workload

The program is conducted through 16 course modules, a total of 128 lecturing hours.

Project tutorials differ in each Master of Management module. It will consist of personal tutorials and tutorials given in class.

Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to one hour pr. students following an ordinary Master of Management module.

Examination

The students are evaluated through a term paper, counting for 10 credit hours and an 4 hour individual written exam, counting for 20 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

Examination code(s)

MAN 16561 - Term paper; accounts for 100 % to pass the program MAN 1656, 10 credits

MAN 16571 - Written exam; accounts for 100 % to pass the program MAN 1657, 20 credits

Both evaluations must be passed to obtain a certificate for the program.

Examination support materials

All support materials allowed.

Re-sit examination

At the next ordinary exam

Additional information

Compulsory literature and articles (1931 pages):

1. Adair J.(2003). Inspiring leadership. Kogan page.(33- 96p.)
2. Abel François. (2003.) "The Political Entrepreneur and the Coordination of the Political Process: Market Process Perspective of the Political Market." The Review of Austrian Economics. Volume 16, Numbers 2-3. (p.p. 153-168.)
3. Abrams S., Torben I. & David Soskice. "Social Embeddedness and Voting: The Paradox of Voter Turnout Revisited" Paper presented at the annual meeting of the American Political Science Association, Marriott Wardman Park, Omni Shoreham, Washington Hilton, Washington, DC, September 01, 2005.
4. Amadae, S. M. & Bruce Bueno de Mesquita. "The Rochester School. The Origins of Positive Political Theory". Annual Review of Political Science (1999) Vol. 2,(269 – 295p.)
5. Anna Grzymala-Busse. (2001). "Coalition Formation and the Regime Divide in New Democracies: East Central Europe." Comparative Politics, Vol. 34, No. 1,(85-104p.)
6. - Badaracco, Joseph L. 1997. *Defining moments: When managers must choose between right and right* . Boston, Mass.: Harvard Business School Press. (32-93 p.)
7. Bennis W.; Covey, S.; Wheatley, M. and Bogle, J. (2002) Focus On Leadership. Servant Leadership For The 21 st Century. John Wiley&Sons, Inc.(98- 126p.)
8. Blanchard K.H.(2007).Leading at a higher level. Harlow: Financial Times. Prentice Hall.(42-86p.)
9. Boyatzis R., McKee A. 2006. Darni lyderystė: kaip atsinaujinti ir užmegzti ryšius su kitais, pasitelkiant atidumą, viltą ir

uþuojautà. UAB "Verslo þinios" (146-198p.)

10. Cohan, P. S. (2002). Value leadership: The 7 Principles that Drive Corporate Value in any Economy. San Francisco: Jossey-Bass. (42-93 p.)
11. Calvert, Randall L. "Leadership and Its Basis in Problems of Social Coordination." *International Political Science Review* (1992) Vol. 13, 7 – 24.
- a. Collins J., Porras J. 2003. Taip kuriama amþiams. Vilnius, (59- 126p.)
12. Confucius. Apm'ystymai ir paþnekesiai/ 2-as leid. Vilnius: Pradai, 1997 (127p.)
13. Conger, Jay A. and Rabindra Kanungo. 1998: Charismatic leadership in organizations. Thousand Oaks, Calif.: Sage. (122p.)
14. Covey S.R. 2008. 8asis iprotis. Tobulybës link.V.:Alma litera, (49- 162) p.
15. Dalai Lama, Laurens van der Muyzenberg (2008). Vadovo kelias.V.: Alma litera,(31- 176p.)
16. Donskis L. (2002). Tapatybë ir laisvë. Vilnius: Versus Aureus (124p.)
17. Dowding Keith. (2005). "Is it Rational to Vote? Five Types of Answer and a Suggestion." *British Journal of Politics and International Relations*, Vol 7, No. 3 (. 442-459p.)
18. Elff Martin. (2007.) "Social Structure and Electoral Behavior in Comparative Perspective: The Decline of Social Cleavages in Western Europe Revisited." *Perspectives on Politics*, 5 ,(277 – 294p.)
19. François Abel. "The Political Entrepreneur and the Political Process. A Market Process Perspective on Political Market." *The Review of Austrian Economics* (2002) Vol. 16, (153 – 168p.)
- a. George B., Sims P. 2007. Tikroji kryptis. K.:Smaltija, (16- 97p.)
20. George B.; foreword by Bennis W. (2003). *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value* (1st ed). 'A Warren Bennis book'. HB printing, USA.(68-174p.)
21. Handbook of leadership theory and practice. (2010) HBS press book (130- 229p.)
22. Laver, Michael. *Private Desires, Political Action. An Invitation to the Politics of Rational Choice*. 1997. Sage Publications Ltd.: London.(43-107p.)
23. Machiavelli, Niccolo. 1997. *Discourses on Livy*. New York: Oxford University Press. (79p.)
24. Manfred Kets de Vries. (2008) .The Leadership Mystique: a user's manual for the human enterprise(43-192p.)
25. Maslow A. (2006). Motyvacija ir asmenybë. Vilnius: Apostrofa (51-162 p.)
26. Newman M. (2008) Emotional capitalists: the new leaders. Jossey- Bass. (47- 128p.)
27. Nietzsche W.F. (2002). Ðtai taip Zaratustra kalbëjo. Vilnius: Alma littera(58-196p.)
28. R.Jensen. (2004)Svajoniø visuomene.Vilnius(26- 74p.)
29. Ostrom, Elinor. (2000.) "Collective Action and the Evolution of Social Norms." *Journal of Economic Perspectives*, Vol 14. No. 3, (137 – 158p.)
30. Strom, K, Budge, I and Michael J. Laver. "Constraints on Cabinet Formation in Parliamentary Democracies". *American Journal of Political Science*, (1994) Vol. 38, (303 – 335 p.)
- a. Zohar D., Marshall I. 2006. Dvasinis kapitalas: gerovë, kuri gali padëti iðlikti. Vilnius, „Tyto alba“. (27-152p.)

Additional literature (482 pages):

1. Abrams, Samuel, Torben Iversen & David Soskice. (2005.) "Interests, Parties, and Social Embeddedness: Why Rational People Vote." Prepared for presentation at the 2005 Comparative Political Economy Workshop at the Center For European Studies, Harvard University.
2. Ciceronas M. T. Kalbos. Vilnius: Pradai, 1997. P. 89-117.
3. E. van Deurzen (2009) *Psychotherapy and the Quest for Happiness*. London: Sage. / p. 105-125 (Life Crisis: Triumph and Trauma); p. 149-167 (The Meaning of Being: Beyond the Quest for Happiness)
4. Edelman M. Politinio spektaklio konstravimas. Vilnius: Eurigmas, 2002. P. 45-62.
5. Edlin, Aaron, Andrew Gelman ir Noah Kaplan. (2005.) "Voting as a rational choice. The effect of preferences regarding the well-being of others," *Rationality and Society*, 19:293-309.
6. Frankl V. (2007) *Sielogyda. V.: Vaga. / psl. 73-216* (Nuo psichoanalizës prie egzistencinës analizës – gyvenimo prasmë; kanëios prasmë; darbo prasmë; meilës prasmë)
7. Fromm E. (2005) *Turëti ar bûti? Kaunas: Verba Vera. / psl. 97-177* (Esminio skirtumo tarp dviejø egzistavimo bûdø analizë)
8. Yalom I. (1980) *Existential Psychotherapy*. N.Y.: Basic Books. / p. 29-74 (Life, Death, and Anxiety)
9. Koestenbaum P., Block P. (2001) *Freedom and Accountability at Work. / p. 113-181* (The Potential of Anxiety)
10. Lupia, Arthur, ir Kaare Strom. (2004.) "Coalition Governance Theory: Bargaining, Electoral Connections and the Shadow of the Future." Kaare Strøm, Wolfgang C. Müller, ir Torbjörn Bergman (red.) *Coalition Governance in Western Europe*. Oxford: Oxford University Press. /
11. Mapeikis G. Filosofinës antropologijos pragmatika ir analitika, 2005. (P. 110 – 118.).
12. Norris, Pippa. 2004. *Electoral Engineering*. Cambridge: Cambridge University Press, Chapter 5..
13. Sieberg, Katri K. "Resistance is Futile!: The Collective Action Problem and Successful Dissent". Center on Democratic Performance Working Paper No. 123
14. Tillich P. (1999) *Dràsa bûti. V.:Vaga. / psl. 27-48* (Bûtis, nebûtis ir nerimas); psl. 84-114 (Dràsa ir individualizacija)