

Business Studies and Leadership Processes

About the course

subject	Virksomhedsstudier / Virksomhedsledelse
activitytype	master course
Teaching language	English
Registration	<p>Tilmelding sker via stads selvbetjening indenfor annonceret tilmeldingsperiode, som du kan se på Studieadministrationens hjemmeside</p> <p>Når du tilmelder dig kurset, skal du være opmærksom på, om der er sammenfald i tidspunktet for kursusafholdelse og eksamen med andre kurser, du har valgt. Uddannelsesplanlægningen tager udgangspunkt i, at det er muligt at gennemføre et anbefalet studieforløb uden overlap. Men omkring valgfrie elementer og studieplaner som går ud over de anbefalede studieforløb, kan der forekomme overlap, alt efter hvilke kurser du vælger.</p> <p>Registration is happening through stads selvbetjening within the announced registration period, as you can see on the Studyadministration homepage.</p> <p>When registering for courses, please be aware of the potential conflicts between courses or exam dates on courses. The planning of course activities at Roskilde University is based on the recommended study programs which do not overlap. However, if you choose optional courses and/or study plans that goes beyond the recommended study programs, an overlap of lectures or exam dates may occur depending on which courses you choose.</p>
Learning outcomes/ Assessment criteria	<p>Knowledge</p> <ul style="list-style-type: none">• Knowledge of management theory's definitions of leadership, and perspectives on management.• Knowledge of selected modern management theories that seek to respond to current management issues.• Knowledge of recent analytical perspectives on companies and management processes in the light of complex and evolving business and organisational conditions and external relations.• Knowledge of scientific analyses of the organisational and managerial processes and issues of companies.• Knowledge of key strategies and methods in the analysis of companies and management processes. <p>Skills</p> <ul style="list-style-type: none">• Skills to acquire knowledge of managerial and organisational processes from classic and recent literature.• Skills to identify and describe managerial problems and processes using the concepts of management theory.• Skills in combining scientific analyses of companies with practical issues in companies.• Skills in critically evaluating proposals for analysis design in relation to complex situations in companies. <p>Competencies</p> <ul style="list-style-type: none">• Competency to analyse companies in relation to issues that can be processed through business understanding.• Competency to identify management issues using the concepts, theories and perspectives of the subject. The work must demonstrate skills in analysis and reflective evaluation.• Competency to translate one's own observations into a relevant analysis and assessment of management.• Competency to justify a choice of theory, compare the predictive power of theories and perspectives, and understand the distinctive aspects of various situations.
Overall content	<p>Via the course, students gain critical insight into both classic and modern theories of business management and business studies.</p> <p>The course aims to enable students to understand and analyse companies and management processes, with special reference to recent organisational and managerial forms.</p>

The course encompasses both a general overview and specialisation within methodological and theoretical approaches to the study of companies and management processes. The course follows current trends in the field and integrates these with understanding of how to analyse complex issues in and around companies and management. The teaching takes the form of both classes and group work, and is placed in relation to the concurrent project work.

Teaching and working methods

A number of course sessions are held with lectures of 2-4 hours' duration. Students are expected to participate in group work by compiling synopses and presenting posters at exercises, including reports on possible contacts with companies.

Course material and Reading list

Course literature

- Peter G. Northouse: Leadership. Theory and Practice. 8th edition International Student Edition Sage 2018. (7th edition Sage 2015 may also work).
- Stacey, Ralph D., & Chris Mowles: Strategic Management and Organisational Dynamics.: The challenge of complexity to ways of thinking about organisations. Pearson 2016. Seventh Edition.

In addition to these two basic textbooks, the reading list consists of scientific articles for each lecture. The curriculum will appear at Moodle with links to articles in the library database.

Prerequisite for taking the exam

Timely submission of the group synopsis. If the synopsis is not submitted on time, one examination attempt will be deemed to have been used up.

Form of examination

Oral/written examination

Individual oral examination on the basis of a group synopsis and group poster within the theme of the course, relating to a possible project theme and compiled by the project groups. The synopsis and poster are prepared in groups. The maximum length of the synopsis is 21,600 characters, including spaces. The size specifications include the cover, table of contents, bibliography, figures and other illustrations, but exclude any appendices. Assignments that fail to meet the size specifications will be refused assessment, and one examination attempt will be deemed to have been used up. The poster must be on two A2 pages, or a similar format. The size specifications include the cover, table of contents, bibliography, figures and other illustrations, but exclude any appendices. Assignments that fail to meet the size specifications will be refused assessment, and one examination attempt will be deemed to have been used up.

The synopsis is submitted in the final course session, and the poster is presented at the examination.

The oral examination is individual. The submitted group synopsis and the group poster, together with the syllabus for the course, form the basis for the examination. The oral examination has a duration of 15 minutes, including assessment. A single overall grade is awarded.

Form of re-examination

Re-examination consists of a new oral examination which takes the same form as the ordinary examination, but with the same or a new synopsis/poster, depending on the assessment.

Examination type

Individual examination

Exam aids

All.

Assessment

7-point grading scale

Moderation

Internal (i.e. course lecturer and an internal examiner assess)

Responsible for the activity

Søren Sommer Jagd (jagd@ruc.dk)

Administration of exams

ISE Studyadministration (ise-studyadministration@ruc.dk)

STADS stamdata

master course

workload : 10 / 5 ECTS

exam form : Mundtlig (ua) / Skriftlig/mundtlig

activitycode : U40149 / U41210

grading : 7-point grading scale / Passed/Not passed

sensorship : Internal censor

Course days:

Hold: 1

EBA, BS: Business Studies and Leadership Processes - Lecture 1

time	12-02-2019 08:15 til 12-02-2019 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.1-035 - teori 25.1 (98)
Content	1a. Introduction + Kant/Hegel/Søren Jagd & Mette Apollo 21. Introducing Problem-Oriented project work: From project idea to project report/Mette Apollo
Reading list	Northouse ch. 1. Martin, G., Siebert S. (2016) Managing People and Organizations in Changing Contexts, Routledge, Second edition. kap 1 and 2, p. 1-17 and 26-55. Stacey ch. 12 Shaw, Patricia (2002): Chapter 1 Changing Conversations in Organizations: A Complexity Approach to Change, London, Routledge Chapter 1, 2 and 8 in Olsen, Problem-Oriented project work

EBA, BS: Business Studies and Leadership Processes - Lecture 2

time	19-02-2019 08:15 til 19-02-2019 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.1-035 - teori 25.1 (98)
Content	2a. The development of leadership as a discipline, a profession and practice/Søren Jagd We explore different perspectives on leadership as a discipline, a profession and as a practice. 2b. Current and future challenges for leadership/Margit Neisig What major changes are work, organizing, and thus leadership/management facing? What major forces as technological development, demography, environmental challenges and other issues play a role, and how does these forces challenge leadership and management theories?
Reading list	Baldwin, Eric & Rakesh Khurana (2014): Management as a Profession, Cary Cooper (ed): Wiley Encyclopedia of management, Vol. 2, Business Ethics, Wiley, p. 1-3. Riggio, Ronald E. (2011): Is leadership studies a discipline?, in Harvey, Michael & Ronald E. Riggio (eds.): Leadership Studies. The Dialogue of Disciplines, Edward Elgar, Cheltenham UK, 2011, p. 9-19. Hamel, Gary: Moon Shots for Management, Harvard Business Review, February 2009, p. 91-98 Crevani, Lucia, Monica Lindgren, Johann Packendorff (2010): Leadership, not leaders: On the Study of leadership as practices and interactions, Scandinavian Journal of Management, p. 77-86. http://ep.fjernadgang.kb.dk/login?url=http://dx.doi.org/10.1016/j.scaman.2009.12.003 tba

EBA, BS: Business Studies and Leadership Processes - Lecture 3

time	26-02-2019 08:15 til 26-02-2019 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.1-035 - teori 25.1 (98)

Content	<p>3.a. Situational and transformational leadership/Villy Rasmussen An introduction to some of the classical theories that based on the leader as an individual: Traits, skills and style and theories on transformational, transactional and situational leadership.</p> <p>3.b. Leadership as a relation/Margit Neisig The point of departure for this session is the LMX theory (See Northouse). However, the researchers who originally helped to develop the LMX theory, later on worked to develop the theory of leading complexity. We will discuss this perspective also.</p>
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EBA, BS: Business Studies and Leadership Processes - Lecture 4

time	05-03-2019 08:15 til 05-03-2019 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.1-035 - teori 25.1 (98)
Content	The difference between responsive and systemic organization thinking/Uffe Kjærgaard Hansen
Reading list	Stacey, Ralph (2002): Organizations as Complex Responsive Processes of Relating. Journal of Innovative Management, GOAL/QPC [12 p.] Stacey, Ralph (2006): Complex responsive processes as a theory of organizational improvisation (chap. 6 in Shaw & Stacey: Experiencing Risk, Spontaneity and Improvisation in Organizational Change, Routledge) [16 p.] – on Moodle Stacey ch. 13 in Stacey & Mowles

EBA, BS: Business Studies and Leadership Processes - Lecture 5

time	12-03-2019 08:15 til 12-03-2019 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.1-035 - teori 25.1 (98)
Content	<p>5a. Leadership as collective social practices/Søren Jagd Leadership has historically been conceptualized as an individually based phenomena related to the Leader and his/her relation to employees exploring the leaders' skills, behaviour and actions. This lecture explores the perspective on leadership as a shared and distributed process among a group of people. We explore the origin of collective leadership theories and discuss different perspectives on leadership as collective social processes. 5b. Network leadership/Margit Neisig Many new forms of organizing are to be characterized as different types of networks. Managing networks is a growing discipline of leadership/management. Network leadership includes many aspects and is a particular discipline, which we will explore this lecture by reflecting on different themes.</p>
Reading list	<p>Northouse ch 14. Team leadership Fitzsimons, James & Denyer 2011 Alternative Approaches to studying shared and distributed leadership, Int. Journal of Management Reviews, p. 313-328. Shu, Liao, Yam & Johnson 2018 Shared Leadership: A State-of-the-art review and future research agenda, Journal of Organizational Behavior Annual review, p. 1-19.</p> <p>tba</p>

EBA, BS: Business Studies and Leadership Processes - Lecture 6

time	19-03-2019 08:15 til 19-03-2019 12:00
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forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.1-035 - teori 25.1 (98)
Content	Complex responsive processes/Uffe Kjærgaard Hansen & Mette Apollo George Herbert Mead. Analyzing strategies in business and organization - Ideology, Identity, Power. legitimate and shadow themes, Immersing
Reading list	Stacey & Mowles Ch. 14, 15 and 16

EBA, BS: Business Studies and Leadership Processes - Lecture 7

time	26-03-2019 08:15 til 26-03-2019 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.1-035 - teori 25.1 (98)
Content	Methodological implications in Complex responsive processes/Mette Apollo Exercise: Writing Stacey Poetry - information to follow Purpose: The purpose of this class will be to focus on methodological implications and strategies to analyze Stacey-approaches. Discussion: What is reflexivity according to Stacey? What is the purpose of narrative strategies? What is the purpose of ethnomethodological strategies and ethnographic approaches? Exercise: Synopsis work - Could any of these methodological approaches be useful for the problems, you are researching? Start writing the methodology section of your synopsis
Reading list	Stacey and Mowles Ch 17 and 18 Methodology chapter in Sheffield, R. (2012) Understanding the complex organisational processes that help and hinder creativity and innovation. PhD, University of the West of England

EBA, BS: Business Studies and Leadership Processes - Lecture 8

time	02-04-2019 08:15 til 02-04-2019 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.1-035 - teori 25.1 (98)
Content	9a. Leadership and ethics/Jacob Dahl Rendtorff We discuss the most important concepts applied in the exploring leadership, CSR and ethics. We begin by relating the concept of leadership ethics to the concept of organizational integrity. After this we discuss the institutionalization of corporate ethics and social responsibility programs in firms. Moreover, we present the concept of business ethics in relation to the strategy of creating shared value in business organizations. Finally, we present the danger of moral blindness in organizations. 9b. When "unknowabilities" are challenging leadership – how may we get "Wise leaders"? /Margit Neisig This lecture concerns the challenges even modern leadership theory faced when "unknowabilities" complicates transactional as well as transformational leadership. We look at what authentic leadership is - and goes into more depth with the "wise leaders" - which is also the end of this course.

EBA, BS: Business Studies and Leadership Processes - Lecture 9

time	09-04-2019 08:15 til 09-04-2019 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.1-035 - teori 25.1 (98)
Content	Conclusive session – highlighting learning objectives of course content/Søren Jagd +Uffe Kjærgaard Hansen Summing up the Stacey perspective Building up analysis in a Stacey frame Quality assessment
Reading list	Crevani, L. (2015): Relational leadership., in: Carroll, Ford, Taylor (ed.), Leadership: Contemporary critical perspectives London: Sage (36 p.)

EBA, BS: Business Studies and Management & Leadership Processes - Exam: Submission

time	16-04-2019 10:00 til 16-04-2019 10:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt

EBA, BS: Business Studies and Leadership Processes - Lecture 10

time	16-04-2019 10:15 til 16-04-2019 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.1-035 - teori 25.1 (98)
Content	Workshop: Building up your poster/Mette Apollo

EBA, BS: Business Studies and Management & Leadership Processes - Oral examination

time	07-06-2019 09:00 til 14-06-2019 16:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
Content	No exam on June 10, Whit Monday

EBA, BS: Business Studies and Management & Leadership Processes - Reexam: Submission

time	12-08-2019 10:00 til 12-08-2019 10:00
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forberedelsesnorm ikke valgt

forberedelsesnorm D-VIP ikke valgt

EBA, BS: Business Studies and Management & Leadership Processes - Reexam: Oral examination

time 22-08-2019 00:00 til
23-08-2019 00:00

forberedelsesnorm ikke valgt

forberedelsesnorm D-VIP ikke valgt

STADS master course

stamdata workload : 10 / 5 ECTS

exam form : Mundtlig (ua) /
Skriftlig/mundtlig

activitycode : U40149 / U41210

grading : 7-point grading scale / censorship : Internal censor
Passed/Not passed