הפקולטה לניהול
ע"ש קולר
אוניברסיטת תל אביב

**Coller School
of Management**
Tel Aviv University

MBA

Organizational Leadership- 1243.3016.01

Fall 2023

Phone	Email	Lecturer	Hours	Term
0547885106	yaelkril@gmail.com	Dr Yael Kril	18:45-21:30	Fall (first half)

Office Hours – Call me or Whatsup me and we'll set up some time

Course Unit

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

This course is about being a leader, it is a non-traditional course by which we will take the time to understand what does it take to be or become a leader and to do self-reflection and realization of me as a leader. The purpose is to enable each student to think what type of leader he/she want to become, through a mix of theoretical understanding and a learned set of skills and capabilities. As a result, the course has a strong experiential focus, students and learning teams have responsibility to read/watch/discuss and play and to expose themselves to different forms of leadership. In addition, we will have a chance to see the evolution of the management and leadership theory and to understand future trends.

Learning objectives

Upon completion of course the student will be able to:

1. Be able to articulate where you might be in the continuum of management and leadership
2. Gain understanding of major leadership theories and emerging trends and find relevancy to your daily experiences
3. Experience personal skills required for leading in a complex environment.
4. Reflect on values that drive you as a leader

Student assessment

Date	Assignment	
30.10	Read one of the course syllabus articles, present and summarize your key insights – one slide	10%
30.10 13.11	Two home reflective questions ½ page each	30%
20.11	The Authentic Self – Gallery talk	20%
	Final home exercise – portrait of a leader and organizational transformation he lead, connection to leadership theory and components	30%

	Class Active Participation	10%

- students must be present in every lesson.
- The lecturer reserves the right to have a student removed from a course if the student is absent without reasonable justification

Course assignments

1. Pls attend all sessions, in case you cannot be in class pls an email
2. Summarize one of the course articles – and prepare one slide reflecting on your key insights and relevancy
3. Home assignments (2 assignments – up to ½ page each) – One reflective question (relevant integration of materials should be presented)
4. Authentic self-picture and explanation (one slide indicating your name, photo, and 3 unique leadership qualities of your reflect)
5. Final home exercise to be submitted in 2-3 weeks after completion of class (Maximum length – 2 page)

Grading policy

As of 2008-2009 academic year, the faculty implemented a grading policy of all graduate students, this policy will be reflected in the final course grade. According to the policy, the final average of the class falls between 82-87% Additional information regarding this policy can be found on the Faculty website.

Score Retention Policy

Evaluation of the course by student

Following completion of the course students will participate in a teaching survey in order to evaluate the instructor and the course for the benefit of the student and the university.

Course Site (Moodle)

This course site will be the primary tool used to communicate messages and materials to students. Its is therefore recommended to periodically check the course site in general, periodically and before each session. All reading materials will be available on the course site, no formal summaries will be available on the course site, as the class is experiential.

Course Plan

Subject of class	Reading	Exercise	Date
• Class Introduction – Get together • Overview of class contents and commitments • Between management and leadership • Foundations of Leadership Theories (1950s - 1960s)	Kotter, J. (1990). What leaders really do? Harvard Business Review, May-June, pp. 103-111. Drucker, P. (2004). What makes an effective executive? Harvard Business Review, June. Shamir, B. (1990). The charismatic relationship: Alternative explanations and predictions. Leadership Quarterly, 2, 81-104. Antonakis, J. Fenley , M. Liechti S. (2011). Can Charisma Be Taught?	Between Management and Leadership? born or raised? Class Exercise The difference between leadership and Management? What are the unique qualities of a mgr vs leader? Where do you feel you are at in this continuum	23.10

	Tests of Two Interventions. The Academy of Management Learning and Education (AMLE), 10, 396-374. Balkundi, P., Kilduff, M., & Harrison, D. A. (2011). Centrality and charisma: Comparing how leader networks and attributions affect team performance. *Journal of applied psychology*, *96*(6), 1209. Nahavandi, A. (2012). Art and Science of Leadeship. (6th ed.). NY: Prentive-Hall. (ספר) <mark>Avolio, L. Avey, J.B. Quisenbrrey D. Estimated return on leadership development investment. The Leadership quarterly 21 (2010) 613-644</mark> <mark>Kotter, J. Leading change. Why transformation efforts fail (HBR), 1995.</mark>	Home assignment – 1/2 page long – Can leadership be developed? Home watch To the extent possible watch the movie: Jobs (2013)	
Charismatic leadership	Abz Sharma, A. & Grant, D. (2011). Narrative, drama and charismatic leadership: The case of Apple's Steve Jobs. Leadership 7(1) 3–26. Van Knippenberg, D., & Sitkin, S. B. (2013). A critical assessment of charismatic—transformational leadership research: Back to the drawing board?. *The Academy of Management Annals*, *7*(1), 1-60 Halvorson, H. G., & Higgins, E. T. (2013). Do you play to win--or to not lose?. *Harvard business review*, *91*(3), 117-20.	Charismatic leadership – The case of Steve Jobs Class analysis	30.10
Situational leadership and path goal theory (70's) Understanding Followership (80's)	Yukl, G. (2010). Leadership in Organizations (7 ed.). Upper Saddle River, NJ: Pearson ([[110-142 (ספר) Avolio et al (2009) Leadership current theories, research and future directions. The academy review of psychology (60) 421-49 Dvir & Shamir (2003) Follower developmental characteristics and prediction of transformational leadership. The leadership quarterly (14) – 327-344 Kark, R., & Van Dijk, D. (2007). Motivation to lead, motivation to follow: The role of the self-regulatory focus in	Watch – The golden Circle Class exercise – Generate followership by purpose To In a way So that	6.11

	leadership processes. *Academy of management review*, *32*(2), 500-528.		
Level 5 Leadership (80's) Transformational leadership (90's)	The fundamentals of level 5 leadership. Lesley university. https://lesley.edu/article/the-fundamentals-of-level-5-leadership Frances Frei – How to build trust https://www.youtube.com/watch?v=pVeq-0dIqpk	Home assignment – ½ page long - Leadership philosophy - The authentic self exercise (photo exercise) – my life core believes and values	13.11
Authentic and servant Leadership (1990's)	Ibarra, H. (2015). The authenticity paradox. *Harvard Business Review*, *93*(1/2), 53-59. Eagly, A. H. (2005). Achieving relational authenticity in leadership: Does gender matter?. *The leadership quarterly*, *16*(3), 459-474. Avolio_Gardner et all (2004) Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. The Leadership Quarterly 15 (2004) 801 – 823 Sparrow (2005) Authentic leadership and the narrative self. The Leadership Quarterly 16 (2005) 419 – 439 Shamir, B., & Eilam, G. (2005). What's your story? – Toward a life-story approach to authentic leadership. Leadership Quarterly, 16, 395-418. Avolio and Gardner (2005) Authentic leadership development: Getting to the root of positive forms of leadership. The Leadership Quarterly 16 (2005) 315 – 338 Leadership Mindset Why leaders struggle to change, Korn Ferry Institute Dewar, C., Keller, S., Sneader, K., & Strovink, K. (2020). The CEO moment: Leadership for a new era. McKinsey Quarterly, 1-12.	The authentic self presentation	20.11

| Change leadership | Rafferty, A. E., Jimmieson, N. L., & Restubog, S. L. D. (2013). When leadership meets organizational change: The influence of the top management team and supervisory leaders on change appraisals, change attitudes, and adjustment to change. The psychology of organizational change: Viewing change from the employee's perspective, 145-172.

==Leadership mindset – Why leaders struggle to change (2018)==

The Athena Doctrine : How Women (and the Men Who Think Like Them) Will Rule the Future (Book) Watch: John Gerzema , Michael D'Antonio https://www.youtube.com/watch?v=YxgTsyL4y0E

Avolio, B. J.,Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current Theories, Research, and Future Directions. Annual Review of Psychology, 60, 421-449. | Class exercise- Listen to understand

Home assignment – Watch the movie : Image of Victory | 27.11 |
| Empathetic leadership and female leadership 2000's, | Brown B. Daring greatly: how the courage to be vulnerable transforms the way we live, love, parent, and lead. New York (NY: Gotham Books; 2012 (Google scholar)

Edmonson Amy (1999) psychological Safety and Learning Behavior in Work Teams. The administrative science quarterly (44) pp: 350-383

DeRue, D.S. & Ashford, S. 2010. Who will lead and who will follow? A social process of leadership identity construction in organizations. *Academy of Management Review*, 35: 627-647.

Epitropaki, O. Kark, R., Mainemelis, C., & Lord, R. (2017). Leadership and Followership Identity Processes: A Multi-Level Review. *Leadership Quarterly, Yearly Review* 2017. *28*(1), 104-129.

Howell, J. M., & Shamir, B. (2005). The role of followers in the charismatic leadership process: Relationships and their consequences. *Academy of management review, 30*(1), 96-112. | Class Exercise – Image of Victory – analysis of female leadership | 4.12 |

	Brown, B. (2015) Daring greatly how the courage to be vulnerable transforms the way we live love parent and lead (Penguin books) Dinh, J. and Lord, R. and Garnder, W. and Meuser, J. and Liden, R.C. and Hu, J. (2014) 'Leadership theory and research in the new millennium : current theoretical trends and changing perspectives.', *Leadership quarterly.*, 25 (1).		

<u>Enrichment</u>

- Daniel Pink - Surprising truth about what motivates us (Daniel Pink)
https://www.youtube.com/watch?v=rrkrvAUbU9Y&list=PLOs0lcCMEHfJpH0Zyz8lgD7aa7tPuUJqI&index=1
- Adam Grant – Givers and takers
https://www.ted.com/talks/adam_grant_are_you_a_giver_or_a_taker?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare
- Amy Edmonson - Building psychological safety in the workspace
https://www.youtube.com/watch?v=LhoLuui9gX8
- Start with the Why – Simon Sinek
https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action
- Servant leadership – Ken Blanchard - https://www.youtube.com/watch?v=ctZHSa4Qhd4
- The courage to Lead – Brene Brown -
https://www.ted.com/talks/brene_brown_the_power_of_vulnerability?language=he