

1243.3016.01 - Leadership

Prerequisites: -Managing People and Systems OR Managing People Micro + Managing People Macro

First Semester – 2022/23

Section	Day	Hour	Final Task	Lecturer	Email	Telephone
01	sunday	15:45-18:30 (First half)	Project	Dr. Yael Kril	yaelkril@gmail.com	

Office Hours – By appointment

Teaching assistant – Or Gurfinkel ; gurfinkelor@gmail.com; 0526613193

Course Units

Course units 1 YAS

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.

Course Objectives

Upon completion of the course, the student will be able to:

1. Understand differences between management and leadership
2. Gain understanding of major leadership theories and emerging trends
3. Experience personal skills required for complex environment
4. Practice influence
5. Reflect on values that drive him/herself as a leader

Evaluation of Student and Composition of Grade

Participants	Date	מטלה	Percentage
2-3 participants Up to 3 slides		Read one syllabus article, present in 2 slides, article focuses and message/model, your 2-3 key learnings	10%
2-3 participants up to 2 pages		Analyze the movie Image of victory – By Avi Neshet – Use one leadership theory	25%
Individual exercise		The Authentic Self – Galery talk	25%
Individual exercise		Final home exercise	30%
		Class attendanc and Active Participation	10%

* Students who absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)

Course Assignments

1. הגעה לשיעור במועד
2. פתיחת מצלמה בזום (ללא פתיחת מצלמה כמוהו כחיסור בשיעור)
3. קריאת החומר הביבליוגראפי.
4. הנחיות נוספות לביצוע המטלות יינתנו בשיעור הראשון.
5. ציון עובר בבחינה הינו תנאי מעבר לקורס

כל אי עמידה במטלות הקורס מחיבת הודעה מראש (במייל) למתרגלת/ת הקורס

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.

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 to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.

Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

Course Outline*

Subject of class	Reading	Exercise	Date
<p>The history of Management and Leadership the evolution of leadership theory</p> <p>Early leadership models - The great man, Charismatic leadership (50-60's)</p> <p><u>Course leadership core model:</u> philosophy, purpose, Perception, Presence</p>	<p>Kotter, J. (1990). What leaders really do? <u>Harvard Business Review</u>, May-June, pp. 103-111.</p> <p>Drucker, P. (2004). What makes an effective executive? <u>Harvard Business Review</u>, June.</p> <p>Avolio, B. J., alumbwa, F. O., & Weber, T. J. (2009). Leadership: Current Theories, Research, and Future Directions. <u>Annual Review of Psychology</u>, 60, 421-449.</p> <p>Shamir, B. (1990). The charismatic relationship: Alternative explanations and predictions. <u>Leadership Quarterly</u>, 2, 81-104.</p> <p>Antonakis, J. Fenley , M. Liechti S. (2011). Can Charisma Be Taught? Tests of Two Interventions. <u>The Academy of Management Learning and Education (AMLE)</u>, 10, 396-374.</p> <p>Balkundi, P., Kilduff, M., & Harrison, D. A. (2011). Centrality and charisma: Comparing how leader networks and attributions affect team performance. <u>Journal of applied psychology</u>, 96(6), 1209.</p> <p>Abz Sharma, A. & Grant, D. (2011). Narrative, drama and charismatic leadership: The case of Apple's Steve Jobs. <u>Leadership</u> 7(1) 3–26.</p>	<p>Between Management and Leadership born or raised?</p> <p><u>Exercise</u></p> <p>Team 1 – The difference between leadership and Management</p> <p>Team 2 – Leadership can be developed?</p>	30.10

<p><u>Situational leadership (70's) Leadership Followership (80's)</u></p> <p><u>Leadership Philosophy</u></p>	<p>Nahavandi, A. (2012). Art and Science of Leadership. (6th ed.). NY: Prentice-Hall. (ספר)</p> <p>Yukl, G. (2010). Leadership in Organizations (7 ed.). Upper Saddle River, NJ: Pearson ([110-142 (ספר)</p> <p>Avolio et al (2009) Leadership current theories, research and future directions. The academy review of psychology (60) 421-49</p>	<p>Leadership philosophy - The authentic self exercise (photo exercise) – my life core believes and values</p>	<p>6.11</p>
<p><u>Level 5 Leadership (80's) Transformational leadership (90's)</u></p> <p><u>Leadership Purpose</u></p>	<p>The fundamentals of level 5 leadership. Lesley university. https://lesley.edu/article/the-fundamentals-of-level-5-leadership</p> <p>Van Knippenberg, D., & Sitkin, S. B. (2013). A critical assessment of charismatic—transformational leadership research: Back to the drawing board?. <i>The Academy of Management Annals</i>, 7(1), 1-60</p> <p>Dvir & Shamir (2003) Follower developmental characteristics and prediction of transformational leadership. <i>The leadership quarterly</i> (14) – 327-344</p> <p>Eagly, A. H. (2005). Achieving relational authenticity in leadership: Does gender matter?. <i>The leadership quarterly</i>, 16(3), 459-474.</p> <p>Frances Frei – How to build trust https://www.youtube.com/watch?v=pVeq-0dlqpk</p>	<p>Start with the why – To in a way so that, what is my purpose</p>	<p>The 13.11</p>
<p><u>Authentic Leadership (2000's) Milenium Leadership Givers and Takers</u></p> <p><u>Role Perception</u></p>	<p>Ibarra, H. (2015). The authenticity paradox. <i>Harvard Business Review</i>, 93(1/2), 53-59.</p> <p>Avolio_Gardner et al (2004) Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. <i>The Leadership Quarterly</i> 15 (2004) 801 –</p>	<p>Case study</p>	<p>20.11</p>

	<p>823</p> <p>Sparrowe (2005) Authentic leadership and the narrative self. <i>The Leadership Quarterly</i> 16 (2005) 419 – 439</p> <p>Shamir, B., & Eilam, G. (2005). What's your story? – Toward a life-story approach to authentic leadership. <i>Leadership Quarterly</i>, 16, 395-418.</p> <p>Avolio and Gardner (2005) Authentic leadership development: Getting to the root of positive forms of leadership. <i>The Leadership Quarterly</i> 16 (2005) 315 – 338</p> <p>House, R. J., & Aditya, R. N. (1997). The social scientific study of leadership: Quo vadis? <i>Journal of Management</i>, 23(3), 409-473.</p> <p>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. <i>The psychology of organizational change: Viewing change from the employee's perspective</i>, 145-172.</p> <p>Brown, B. (2015) <i>Daring greatly how the courage to be vulnerable transforms the way we live love parent and lead</i> (Penguin books)</p> <p>Leadership Mindset Why leaders struggle to change, Korn Ferry Institute</p> <p>Dewar, C., Keller, S., Sneader, K., & Strovink, K. (2020). The CEO moment: Leadership for a new era. <i>McKinsey Quarterly</i>, 1-12.</p>		
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<p><u>Empathetic leadership (2010'-20's)</u></p> <p><u>Female Leadership</u></p> <p><u>Inclusion</u></p> <p><u>Presence</u></p>	<p>The Athena Doctrine : How Women (and the Men Who Think Like Them) Will Rule the Future (Book) Watch: <u>John Gerzema</u> , <u>Michael D'Antonio</u> https://www.youtube.com/watch?v=YxgTsyL4y0E</p> <p>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)</p> <p>Edmonson Amy (1999) psychological Safety and Learning Behavior in Work Teams. The administrative science quarterly (44) pp: 350-383</p>	<p>Exercise – Steve Jobs, story telling and Drama</p>	<p>27.11</p>
<p>Leadership and Followership - Power and Influence in Leadership</p> <p>Leadership and Motivation</p> <p>Leadership Development</p>	<p>Halvorson, H. G., & Higgins, E. T. (2013). Do you play to win--or to not lose?. <i>Harvard business review</i>, 91(3), 117-20.</p> <p>Kark, R., & Van Dijk, D. (2007). Motivation to lead, motivation to follow: The role of the self-regulatory focus in leadership processes. <i>Academy of management review</i>, 32(2), 500-528.</p> <p>DeRue, D.S. & Ashford, S. 2010. Who will lead and who will follow? A social process of leadership identity construction in organizations. <i>Academy of Management Review</i>, 35: 627-647.</p> <p>Epitropaki, O. Kark, R., Mainemelis, C., & Lord, R. (2017). Leadership and Followership Identity Processes: A Multi-Level Review. <i>Leadership Quarterly, Yearly Review 2017</i>. 28(1), 104-129.</p> <p>Howell, J. M., & Shamir, B. (2005). The role of followers in the charismatic leadership process: Relationships and their consequences. <i>Academy of</i></p>	<p><u>Influence exercise</u></p>	<p>4.12</p>

	<p><i>management review</i>, 30(1), 96-112.</p> <p>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.', <i>Leadership quarterly.</i>, 25 (1).</p>		
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Enrichment

- Daniel Pink - Surprising truth about what motivates us (Daniel Pink) <https://www.youtube.com/watch?v=rrkrvAUbU9Y&list=PLOs0lcMEHfJpH0Zyz8lgD7aa7tPuUJqI&index=1>
- Adam Grant – Givers and takers https://www.ted.com/talks/adam_grant_are_you_a_giver_or_a_taker?utm_campaign=tedsread&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