

YEAR 2

LEADERSHIP: THE MANAGEMENT OF MEANING

Module Name	Leadership: The Management of Meaning
Discipline/Integration/Theme module	Theme module
Responsible person	Lars Strannegård
Department (when applicable/Discipline)	Management & Organization
Integrated with the following modules:	Overall Program
Total number of student contact hours	35

Module Description
General aims <p>Leadership is one of the most heavily used concepts in organizational life. If something deviates from the plan, bad leadership is the problem. The solution to bad leadership is then...better leadership! Leaders are to be rapidly replaced if any tendencies of inefficient leadership are discerned. Hence, leadership is both the problem and the solution in many organizations. The module contextualizes the practice of leadership. The focus of the module is on the understanding of what leadership is and how it may be practiced. It takes an integrative position and seeks to bring a number of the program's different modules together in order to demonstrate that leadership always needs to be put into context. In the module, we focus on leadership as an interpretative and persuasive practice. Throughout the module, different aspects of interpretation and rhetoric will be highlighted.</p>
Topics and themes <p>What is leadership? Why is leadership so important in organizational life? How important is the distinction between management and leadership? The introduction links leadership to some of the earlier modules in the program, and a view of leadership as contextual and interpretative is introduced.</p> <p>Leadership as construction of worldviews. Leadership is not practiced in isolation, and nor is it an intra-organizational activity. In an increasingly globalized world, leadership involves meeting requirements from different stakeholders. The pressure exercised on leaders can be fuzzy, and understanding which pressures are most important to attend to is not self-evident. Which actors exercise pressure on leaders? How is the pressure exercised? How is the pressure interpreted and translated into managerial activities?</p> <p>Leadership as storytelling. A fruitful way of conceptualizing leadership is through the concepts of narrating and storytelling. Stories are wellsprings of social life in general. They have the capacity to inspire, support and sustain different types of human communities, and organizations are no exception. Stories are carriers of knowledge, norms and values and leaders need to be able to interpret</p>

and craft meaningful stories.

The aesthetics of leadership. The forms of communication are central aspects of leadership. Leaders can inspire and motivate using sense perceptions that go beyond information and meaning. The processes by which leaders allude to the senses are explored in this sub-theme. What is aesthetics in leadership? How can aesthetic communication be used to speak to the senses?

The practice of leadership. We will practice the “arts” of leadership through a skills seminar in rhetoric, through oral presentations and in the careful crafting of written arguments.

Intended learning outcomes

1. Demonstrate an ability to use leadership theories to analyze social relationships
2. Evaluate leadership practices in organizational contexts
3. Demonstrate an ability to interpret leadership as a construction of world views
4. Demonstrate an ability to craft convincing arguments that speak to the senses
5. Demonstrate an ability to synthesize leadership aspects with earlier modules in the programme, in particular strategy, organization, and accounting

Learning activities & pedagogy

The pedagogy is based on a multitude of pedagogical formats. Lectures, class discussions, case discussions and guest lecturers are central features of the module. It is expected that all students take an active part in class discussions, and have read the suggested texts before class meetings. Student groups will prepare assignments and give presentations to the class.

Practice integration

Throughout the module, examples from real-life organizations will be used. Guest lecturers from industry will be invited.

Skills integration

Leadership is a rhetorical practice. The students will practice their rhetorical skills by engaging in live exercises.

Prerequisites

MGM

Literature

A compilation of book excerpts, academic articles and practice-oriented readings will serve as literature to the module.

Examination

The examination of the discipline module “Leadership” is as follows:

- a) A hand-in essay the end of the module, where each student individually, in writing, demonstrates to what extent she/he has achieved the intended learning outcomes
- b) Active class participation
- c) Documented oral presentations where the students in smaller groups demonstrate their ability to apply their leadership knowledge on a real-life occurrence of their choice.
- d) A documented oral presentation of leadership issues connected to the Capstone project.

Any other additional information