

Leadership

Title	Leadership
Semester	F2024
Master programme in	Virksomhedsstudier / Virksomhedsledelse / Business Administration and Leadership
Type of activity	Course
Teaching language	English
Study regulation	Read about the Master Programme and find the Study Regulations at ruc.dk

REGISTRATION AND STUDY ADMINISTRATIVE

Registration is through [stads selvbetjening](#) within the announced registration period, as you can

Registration	When registering for study activities, please be aware of the potential conflicts between study programs. Roskilde University is based on the recommended study programs which do not overlap. However, if you go beyond the recommended study programs, an overlap of lectures or exam dates may occur.
Number of participants	
ECTS	10
Responsible for the activity	Margit Neisig (neisig@ruc.dk)
Head of study	Mette Apollo Rasmussen (apollo@ruc.dk)
Teachers	
Study administration	ISE Registration & Exams (ise-exams@ruc.dk)
Exam code(s)	U60022GB
ACADEMIC CONTENT	

Overall objective	Students gain knowledge and insight into theories and perspectives on management that seek to explain management theory perspectives, students learn to identify and analyse practical organisational analytical perspectives on companies and management processes in the light of complex and changeable relation to the surrounding world. Through critical analysis, empirical evidence is translated into analytical work must demonstrate analytical and reflective assessment skills by being able to justify and understand the special characteristics of the chosen organisational situation.
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The course presents, discusses and applies theories about leadership in complexity and change on how to analyze complex leadership-related situations through the inclusion of theory and methods.

Themes:

- Introduction to the course and to theoretical perspectives on leadership in complexity and change
- Current and future challenges for leadership
- Leadership as commitment to the dynamic patterns of organizational life
- Paradoxes and leadership
- Traditional leadership theories
- Leadership as a human practice
- Collective leadership

Detailed

description of content

- Methodological implications when using the perspective of leadership in complexity and change
- Complexity leadership
- Network leadership
- Purpose-driven leadership

Methods:

- You will learn methods for studying the complexity of leadership situations and you will apply them. You will also be introduced to methods and analytical perspectives related to leadership in complexity and change.

Concepts, theories:

- You get a brief overview of traditional leadership theories and concepts. However, the course focuses on leadership in complexity and change.

Data, materials:

- During the course we will discuss cases, but the most comprehensive case will be the one you choose to work on.

Course

material and
Reading list

Textbooks:

Carroll, B. J. Ford & S. Taylor: Leadership. Contemporary critical

Sharon Varney: Leadership in Complexity and Change. - For a World

In addition to the textbooks, we will also read a number of key articles. The syllabus for each lecture includes a list of the articles, which can be retrieved from the library's databases.

Lectures, including presentation, dialogue, small exercises and feedback: 40 hours,

Preparation (reading + small exercises): 100 hours, (This means that for each 4-hour lecture you should spend 2.5 hours on preparation.)

Overall plan and expected work effort Preparation of group synopsis 100 hours per student. (This means that if you are 4 students in a group, you should spend 25 hours each on preparation.)

Exam (including preparation): 30 hours.

A total of 270 hours = 10 erts.

Format

Evaluation and feedback The activity is evaluated regularly in accordance with the study board evaluation procedure. The evaluation of the activity at semesterstart. See link to the study board evaluation praxis here <https://studnet.au.dk/udvalg/oversigt-over-studienaevn/studienaevn-for-erhvervsoekonomi-og-virksomhedsstudier/>

Lecture 1: Introduction to the course and future challenges for leadership

Lecture 2: From traditional leadership theories to the paradoxes of leadership in post-bureaucratic organizations

Lecture 3: Leadership as engaging with the dynamic patterning of organizational life (part 1)

Lecture 4: Leadership as engaging with the dynamic patterning of organizational life (Part 2)

Programme Lecture 5: Leadership in person (complexity and change) versus Collective leadership

Lecture 6: Methodological implications - Workshop

Lecture 7: Complexity leadership and Network leadership

Lecture 8: Purpose driven leadership and Theory workshop

Lecture 9: Wrapping-up: - leadership theories - methodological reflections

Lecture 10. Open session – group consultations

ASSESSMENT

Overall learning outcomes	<ul style="list-style-type: none">• Students gain knowledge and insight into theories and perspectives on management through the use of management theory perspectives, students learn to identify and analyse practical issues acquired of analytical perspectives on companies and management processes in the light of the conditions, and in relation to the surrounding world.• Through critical analysis, empirical evidence is translated into a relevant discussion and demonstrate analytical and reflective assessment skills by being able to justify the choice of the special characteristics of the chosen organisational situation.
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Oral group exam based on a product written by a group.

Permitted group size: 2-6 students.

The character limit of the written product is:

For 2 students: maximum 24,000 characters, including spaces.

For 3 students: maximum 24,000 characters, including spaces.

For 4 students: maximum 24,000 characters, including spaces.

For 5 students: maximum 24,000 characters, including spaces.

For 6 students: maximum 24,000 characters, including spaces.

The character limits include the cover, table of contents, bibliography, figures and other illustrations.

Form of examination	Time allowed for exam including time used for assessment is for: 2 students: 30 minutes. 3 students: 35 minutes. 4 students: 40 minutes. 5 students: 45 minutes. 6 students: 50 minutes.
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The assessment is individual and based on the student's individual performance.

The assessment is an overall assessment of the written product(s) and the subsequent oral examination.

Permitted support and preparation materials at the oral exam: All.

Assessment: 7-point grading scale.

Moderation: External examiner.

Form of Re-examination	Samme som ordinær eksamen / same form as ordinary exam
Type of examination	

in special
cases

The synopsis should focus on a specific case that reflects specific aspects of leadership in an organization, using relevant concepts from the course literature on leadership in complexity and change. The synopsis should be based on recent literature, and only recent ones must be used. The synopsis can be related to the group's semester project.

The synopsis must:

- 1) Introduce the knowledge problem by building a theoretical and practical argument that shows the relevance of the problem statement
- 2) Discuss 1-2 recent relevant leadership theories regarding the specific situation. Ask questions about the leadership situation, and what are their strengths/weaknesses in relation to the chosen problem
- 3) Reflect on the choice of methodological design regarding the self-selected problem formulation
- 4) Analyze the selected case with concepts from the course syllabus on leadership in complexity and change
- 5) Discuss the results of the synopsis and their practical consequences for leadership and organization

Examination
and
assessment
criteria

The assessment emphasizes that the students demonstrate the knowledge, skills and competencies related to the course. Including competencies for:

- To identify and analyze practical organizational and leadership issues using the course's concepts and theories
- To translate empirical evidence into a relevant analysis and discussion of leadership activity
- To demonstrate analytical and reflective skills by being able to justify the choice of theories and concepts, and the characteristics of the selected organizational situation

Exam code(s) Exam code(s) : U60022GB

Course days:

Hold: 1

Leadership (BAL)

time 12-02-2024 08:15 til
12-02-2024 12:00

location 25.1-035 - teorirum 25.1 (130)
Teacher Margit Neisig (neisig@ruc.dk)

Leadership (BAL)

time 19-02-2024 08:15 til
19-02-2024 12:00
forberedelsesnorm ikke valgt
forberedelsesnorm D-VIP ikke valgt
location 25.2-035 - auditorie 25 (145)
Teacher Martin Lund Kristensen (malupe@ruc.dk)
Margit Neisig (neisig@ruc.dk)

Leadership (BAL)

time 26-02-2024 08:15 til
26-02-2024 12:00
forberedelsesnorm ikke valgt
forberedelsesnorm D-VIP ikke valgt
location 25.1-035 - teorirum 25.1 (130)
Teacher Maria Duclos Lindstrøm (marial@ruc.dk)

Leadership (BAL)

time 04-03-2024 08:15 til
04-03-2024 12:00
location 25.1-035 - teorirum 25.1 (130)
Teacher Martin Lund Kristensen (malupe@ruc.dk)

Leadership (BAL)

time 11-03-2024 08:15 til
11-03-2024 12:00
forberedelsesnorm ikke valgt
forberedelsesnorm D-VIP ikke valgt
location 25.2-035 - auditorie 25 (145)
Teacher Maria Duclos Lindstrøm (marial@ruc.dk)

Leadership (BAL)

time 18-03-2024 08:15 til
18-03-2024 12:00
location 25.1-035 - teorirum 25.1 (130)
Teacher Margit Neisig (neisig@ruc.dk)

Leadership (BAL)

time 08-04-2024 08:15 til
08-04-2024 12:00
location 25.1-035 - teorirum 25.1 (130)
Teacher Martin Lund Kristensen (malupe@ruc.dk)

Leadership (BAL)

time 15-04-2024 08:15 til
15-04-2024 12:00
location 25.1-035 - teorirum 25.1 (130)
Teacher Martin Lund Kristensen (malupe@ruc.dk)

Leadership (BAL)

time 22-04-2024 08:15 til
22-04-2024 12:00
location 25.1-035 - teorirum 25.1 (130)
Teacher Margit Neisig (neisig@ruc.dk)
Martin Lund Kristensen (malupe@ruc.dk)

Leadership (BAL)

time 29-04-2024 08:15 til
29-04-2024 12:00
location 25.1-035 - teorirum 25.1 (130)
Teacher Martin Lund Kristensen (malupe@ruc.dk)
Margit Neisig (neisig@ruc.dk)

Leadership - Hand-in of written product (BAL)

time 06-05-2024 10:00 til
06-05-2024 10:00

forberedelsesnorm ikke valgt
forberedelsesnorm D-VIP ikke valgt

Leadership - Oral exam (BAL)

time 03-06-2024 08:15 til
14-06-2024 18:00
forberedelsesnorm ikke valgt
forberedelsesnorm D-VIP ikke valgt

Leadership - Hand-in of written product (reexam) (BAL)

time 05-08-2024 10:00 til
05-08-2024 10:00
forberedelsesnorm ikke valgt
forberedelsesnorm D-VIP ikke valgt

Leadership - Oral reexam (BAL)

time 12-08-2024 08:15 til
13-08-2024 18:00
forberedelsesnorm ikke valgt
forberedelsesnorm D-VIP ikke valgt