



Course MGT523 Leadership Module 1, 2023-2024

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Office Hours: 15:30-17:20 on Tuesdays

Lectures: Tuesdays and Fridays, 13:30-15:20

Venue: PHBS Building, Room xxx

Course Website: cms.phbs.pku.edu.cn

1. Course Description

This course discusses vital issues involved in being, becoming, confronting, and evaluating leaders in an organizational context.

Leadership is something that before entering working life, you observe from afar. Thus, it is outside of yourself and seen in the behavior of people who are distant from you. The course will attempt to give you an anticipation of what might be required of you and what may happen to your own motivations and psychology later, once you assume a leadership role in whatever occupation you choose. The hope is that this will enable you to better understand your own actions and the actions of others, once in leadership positions. The purpose of this class is to motivate you to examine yourself. This will require active participation and applying yourself to the readings and exercises, in order to be able to absorb the material not only intellectually but also taking them personal. If you are not willing to apply yourself, this course will not be productive for you.

Prerequisites: None.

2. Learning Outcomes

2.1. Learning Goals

Five learning goals will be assessed.

1. Effective communication

2. Understanding leadership and applying it to yourself
3. Understanding ethical dilemmas in leadership
4. A global perspective of leadership styles
5. Critical thinking and problem solving

2.2 Assessment/Grading Details

Grading with a total score of 100 points has three parts.

(1) A term essay (35 points). Identify an opportunity to take a leadership role that you have had in your life. Describe the context and the nature of the leadership. Characterize dilemmas that came with this opportunity (dilemmas in the role, and dilemmas for yourself). What did you do? Relate the dilemmas to the class concepts. No more than 1,500 words.

(2) A group assignment (35 points). A discussion in your group about how each group member would (from his/her cultural background) describe admirable actions in a leader, with a five-minute presentation in class.

(3) Attendance and participation (30 points). Punctual and full attendance is required. The only exception is sick leave with official hospital proof. In addition, I will make notes after each class about active participation, and contributing to the class will attract extra points.

2.4 Academic Honesty and Plagiarism

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

3. Topics, Teaching and Assessment Schedule

Reading materials will be available for downloading on the course web site.

Classes will take place from 10:30-12:20 unless otherwise stated (Oct 25 and Nov 1).

	Title	Topic & Pedagogy	Readings
1 Sept. 5	What is Leadership	Definitions, sources of power and authority Lecture and Discussion	Pre-reading: SunTzu's Leadership Tested on Concubines Clip Readings: Adair, J. 2010. The art of the commander in chief. Chapter in: <i>Strategic Leadership</i> , KoganPage, 14-17. Gardner, J. W. 1990. The nature pf leadership. Chapter 1 in: <i>On Leadership</i> . The Free Press, 1-10.
2 Sept 8	The Economics of Leadership	Contracts, incentives, Simon's open contracts Lecture and Examples	Pre-reading: Simon, H. 1951. A formal theory of the employment relationship. <i>Econometrica</i> 19(3), 293-305. Readings: Read only abstract: Edmans, A., Fang, V. W., Huang, A. H. 2019. The Long-Term Consequences of Short-Term Incentives , Working Paper.
3 Sept 12	Situational and "professional" leadership	Standard models: situational leadership, the leader as trans-formational and teacher, experience profile (T-shaped), assumptions behind this Lecture and examples	Pre-reading: The Center for Leadership Studies. 2023. The Four Leadership Styles of Situational Leadership®. Readings: Tichy, N. M., Ulrich, D. O. 1984. The leadership challenge – a call for the transformational leader. <i>Sloan Management Review</i> , Fall. Blanchard, K. Delevoping your leadership point of view. About Leaders. 2023. Are you an I, T or X-shaped leader?
4 Sept 15	Charismatic Leadership	The leader as inspiration, the "superman" Case: Paul Polman. Was he a charismatic and successful leader?	Goffee, R., Jones, G. 2000. Why should anyone be led by YOU? <i>Harvard Business Review</i> , September-October, 63-70. Sadun, G. 2022. The Myth of the brilliant, charismatic leader. <i>HBR Blog</i> .
5 Sept 19	The Evolution of Leadership	The two interests in leadership: self and the group, dynamics Case: Luit and Jerome	Van Vugt, M., Hogan, R., Kaiser, R. B. 2008. Leadership, Followership, and Evolution. <i>American Psychologist</i> 63(3), 182–196. de Waal, F. 1985. Chimpanzee Politics: Sez and Power Among Apes. Chapter 2.
6 Sept 22	Emotions I: appraisal theory and status	Emotions drive action (appraisal); status	Damasio, A. 1993. <i>Descartes Error: Emotion, Reason and the Human Brain</i> . Penguin. Chapters 1 and 2, 3-33. Backup Reading: Scherer, K. R. 2001. Appraisal considered as a process of multilevel sequential checking. In K. R. Scherer et al. (Eds.), <i>Appraisal processes in</i>

		Case: Exercise	<i>Emotion: Theory, Methods, Research</i> . Oxford University Press, 92–120.
7 Sept 26	Emotions II: Reciprocity and Group Identity	The balance of competition and cooperation Case: Exercise	Delton, A. W., Krasnow, M. M., Cosmides, L., Tooby, J. 2011. Evolution of direct reciprocity under uncertainty can explain human generosity in one-shot encounters. <i>PNAS</i> 108 (32) 13335-13340. Loch, C. H., D. C. Galunic, and S. Schneider. Balancing Cooperation and Competition in Human Groups: The Role of Emotional Algorithms and Evolution. <i>Managerial and Decision Economics</i> 27, 2006, 217 - 233.
8 Sept 27	Your Motivation	Measuring what motivations make you tick, falls into emotional categories Psychometric self assessment	Goffee, R., Jones G. 2001. Followership matters too. <i>Harvard Business Review</i> 79(11), 148. Loch, C. H., De Schutter, L. Menges, J. 2023. Emotion Management as the Professional Soccer Coach's Most Important Performance Lever During the Season. <i>CJBS Working Paper</i> .
9 Oct 10	Hubris	Hubris is not a medical condition but runaway status Case: Carlos Ghosn	Owen, D., Davidson, J. 2009. Hubris syndrome: An acquired personality disorder? A study of US Presidents and UK Prime Ministers over the last 100 years. <i>Brain</i> 132(5), 1396-1406, https://doi.org/10.1093/brain/awp008 Loch, C. H. 2016. It's Not Just Others: Conquering the Hubris in Yourself. Chapter 6 in: Garrard, P. and G. Robinson (Editors), <i>The Intoxication of Power</i> , Basingstoke, UK: Palgrave MacMillan, 101-116.
10 Oct 13	The Innovation Leader	Leadership when the leader does not know the answer	Sting, F., Mihm, J., Clement, J., Loch, C. H. 2022. Decision Allocation in Collaborative Search: The Value of Shared Control between Domain Experts and Non-Experts. <i>Working Paper</i> .
11 Oct 24	Fair Process	The emotional "mobilization benefits" of delegation Case: Watson and Crick	Kim, W. C., Mauborgne, R. 1997. Fair process: Managing in the knowledge economy. <i>Harvard Business Review</i> July-August, 65-75. Van Der Heyden L., Nathaniel, P. 2020. A Crisis Management Blueprint for COVID-19. <i>INSEAD Knowledge</i> .
12 Oct 25 13:30-15:20	Cultural Differences	How deep are cultural differences? Case: your own (Assignment 2)	Henrich, J. Heine, S. J., Norenzayan, A. 2010. The weirdest people in the world? <i>Behavioral And Brain Sciences</i> 33, 61–135. Dorfman, P., Hanges, P. J., Brodbeck, F. C. 2004. Leadership and cultural variation. Chapter 21 in: House, R. J., Hanges, P. J., Javidan, M., Dorfman, P.W., Gupta, V. (Eds.). <i>Culture Leadership and Organizations: the GLOBE Study of 62 Societies</i> . SAGE, 669-720.
13 Oct 27	Self Marketing	How to get into a leadership position is	Chialdini, R. B. 2001. The science of persuasion. <i>Scientific American</i> 284(2), 76-81.

		not the same as what makes you successful Lecture and discussion	
14 Oct 31	Men and Women	Gender leadership styles are (only) subtly different Case: Sanna Marin	Campbell, A. 2002. <i>A Mind of Her Own</i> . Oxford University Press. Excerpts from Chapters 1-4. Falk, A., Hermle, J. 2018. Relationship of gender differences in preferences to economic development and gender equality. <i>Science</i> 362, 307-314.
15 Nov 1 13:30-15:20	Ethics of Leadership I	Know what you are responsible for Case: The Pencil (Singer on children in Africa)	Rost, J. C. 1995. Leadership: A Discussion about Ethics. <i>Business Ethics Quarterly</i> 5(1), 129-142
16 Nov 3	Ethics of Leadership II	Widening responsibilities Case: Ethics Rules in a Company	Masters, B. 2019. Big companies are tying themselves in ethical knots. <i>Financial Times</i> https://www.ft.com/content/95234802-6a7f-11e9-80c7-60ee53e6681d Bansal, T. Arjaliè D-L. 2023. ESG backlash in the US: what implications for corporations and investors? <i>Financial Times</i> .
17 Nov 7	Class presentations		Homework: Each group presents for 5 minutes how they describe a role model leaders as seen from their cultural backgrounds.
18 Nov 10	Summary	Discussion of Lessons	No reading, no homework