



# Linnéuniversitetet

Kalmar Växjö

## Kursplan

Organisationskommittén

Institutionen för management

4FE420 Business Administration IV - Leadership as Construction of Meaning, 7,5 högskolepoäng

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### Huvudområde

Företagsekonomi

### Ämnesgrupp

Företagsekonomi

### Nivå

Avancerad nivå

### Fördjupning

A1N

### Fastställande

Fastställd 2009-12-10

Senast reviderad 2022-12-05 av Ekonomihögskolan. Ändrad institutionstillhörighet.

Kursplanen gäller från och med vårterminen 2023

### Förkunskaper

Grundläggande behörighet för studier på avancerad nivå samt särskild behörighet 90hp i huvudområdet företagsekonomi. Engelska B.

## Mål

This course is offered as an integrated part following the general structure of the syllabus of the Master's Programme in Leadership and Management in International Context.

After completing this course the student should be able to:

- understand and reflect upon different theoretical perspectives on leadership and leadership research
- understand and reflect upon the sensemaking perspective and its application to leadership
- describe introductory knowledge of classical and modern rhetoric
- develop a personal insight in the theoretical underpinnings and practice of leadership in (post)modern society.

- understand how this course is connected to society at large and to be able to relate to, grasp and use the state of the art of the research within the subject.

## Innehåll

This course deals with leadership as a joint construction between the “leader” and the “lead” with the aim of construction shared meaning as a means for coordinated social action. The issues of sense making, sense giving and sense stabilisation related to leadership provides the theoretical foundation of the course. Special attention is here given to the role of frames of references in strategic thinking. An introduction is given to the concept and philosophy of rhetoric, where both classical perspectives and modern ones are used. Rhetoric is then discussed as an organisational phenomenon and as a leadership activity. In the line of the perspective on leadership provided in this course, leadership is also discussed as a certain form of drama and performance on the organisational stage.

The general aim of the course is to provide the students with a thorough and inspiring theoretical perspective of the vast concept of leadership as well as practical insight and understanding of leadership in different situations and settings. The course may include practical exercises as well as intellectual work.

Key Themes:

Theme 1: Introducing leadership, meaning and sense making

Theme 2: Leadership as sense making

Theme 3: Thinking outside of boundaries: frames of references as obstacles and possibilities

Theme 4: Leadership and rhetoric

Theme 5: Leadership as drama and performance

## Undervisningsformer

The course is taught in English. The teaching forms and methods are innovative and build on advanced practices of learning. Sensemaking is not only the theoretical framework of the course; it is the theme and ambition of the learning process. This process therefore consists of many opportunities for and forms of learning, including lectures, seminars, projects and performances. The international context of the learning environment is naturally used as an important asset in the discussion of the global and ever-present concept and practice of leadership.

The student's progress and knowledge acquisition are continually monitored through written papers, team works and presentations, as well as regular written exams.

Assessment of the student's performance is carried out by means of active class-participation, individual written examinations and by the submission of group works and reports. Students who do not achieve a satisfactory result in the examinations are permitted to make a second attempt approximately 6 weeks after the normal examination date. The student will have at least five occasions for written exams.

The grading is based on a balanced assessment of individual and group work, orally as well as in written form. Assessment of performance will be given incrementally throughout the course.

Results are graded using one of the terms Passed with distinction, Pass or Fail, and A-F according to the ECTS scale. The grade is set depending on how well the student has fulfilled the learning outcomes. Pass with distinction requires deeper, more elaborated

and complex discussions around the same learning outcomes.

## **Examination**

Kursen bedöms med betygen Underkänd, Godkänd eller Väl godkänd.

The grading is based on assessment of the written exams, reports and the student's ability to present and discuss report contents. Results are graded using one of the terms Passed with distinction, Pass or Fail, and A-F according to the ECTS scale.

Students who do not achieve a satisfactory result in the examinations are permitted to make a second attempt approximately 5-8 weeks after the normal examination date. The student will have a minimum of five occasions for written exams in relation to the syllabus to which the student was accepted. Usually 3 occasions per academic year.

## **Kursvärdering**

A written evaluation is conducted and compiled in a report, which is filed at the department. The result and actions, if taken, are communicated to the teacher responsible for the course and presented to the students in the way most appropriate according to the teacher responsible for the course. Other types of evaluations, such as continuous during the course or oral communication with the students, can occur and is encouraged to secure continuous quality improvement.

## **Kurslitteratur och övriga läromedel**

### **Obligatorisk litteratur**

Obligatory literature

Weick, K. E., Sensemaking In Organizations, SAGE Publications, California, 1995, ISBNb080397177X. (Chapters 1-3)

Weick, K. E., Making Sense of the Organization, Blackwell Publishers, Oxford, ISBN 0-631-22319-3  
(Chapters 1 and 7)

Gardner, H., Leading Minds, An Anatomy of Leadership, Basic Books, New York, 1996, ISBN 0465082807.

Additional teaching material

Compendia with Contemporary Articles

Reference literature

Bennis, W., and Nanus, B., Leaders: Strategies for Taking Charge, Harper Business, New York, 2004, ISBN 0060559543.