



Course syllabus

School of Business and Economics

Department of Management

4FE421 Leadership as Construction of Meaning, 7,5 högskolepoäng

4FE421 Leadership as Construction of Meaning, 7.5 credits

Main field of study

Business Administration

Subject Group

Business Administration

Level of classification

Second Level

Progression

A1N

Date of Ratification

Approved 2014-12-11

Revised 2022-12-05 by School of Business and Economics. Change of department.

The course syllabus is valid from spring semester 2023

Prerequisites

General entry requirements for second-cycle studies and specific entry requirements: Bachelor Degree in Business Administration or in another social science main field of study. English B/6 or the equivalent.

Objectives

After completing the course the student is expected to be able to:

- describe and discuss different theoretical perspectives on leadership and leadership research
- describe and explain the sensemaking perspective and its application to leadership and reflect upon how this perspective helps us to understand and practice leadership
- account for the structure of classical rhetoric and use this structure to analyze and construct speeches.
- reflect upon and motivate what implications the course content have upon the student's self-understanding as a potential future leader
- reflect upon how this course is connected other leadership perspectives and to the development of society at large

Content

The course contains:

- the development of leadership research
- leadership as a joint construction between “leaders” and “the lead”
- leadership, sensemaking and sensegiving
- frames of references as facilitators and obstacles of strategic thinking
- classical rhetoric and leadership as multi-communicative activity
- leadership as drama and performance on the organisational stage

Type of Instruction

The course consists of several different forms of learning opportunities, including lectures, seminars, presentations and group assignments. The international composition 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. Obligatory parts are stated in the schedule.

Examination

The course is assessed with the grades A, B, C, D, E, Fx or F.

The course is examined through an individual written home examination, an individual written essay and by the presentation of group assignments and reports. Active participation is expected at seminars where assignments are discussed and presented.

The grade A constitutes the highest grade on the scale and the remaining grades follow in descending order where the grade E is the lowest grade on the scale that will result in a pass. The grade F means that the student’s performance is assessed as fail.

After each regular examination there will be at least one new examination in close proximity to the date the results of the regular exam were posted. A minimum of five occasions for written exams will be offered in relation to the syllabus to which the student was accepted. Usually three occasions per academic year are offered.

Grading criteria for the A–F scale are communicated in writing to the student by the start of the course at the latest, as well as how grades on separate elements of examination are weighed to a final course grade.

Course Evaluation

During the implementation of the course or in close connection to the course a course evaluation is to be carried out. Result and analysis of the course evaluation is to be presented as feedback both to the students who have completed the course and to the students who are to participate on the course the next time it is offered. The course evaluation is to be carried out anonymously.

Credit Overlap

The course cannot be included in a degree along with the following course/courses of which the content fully, or partly, corresponds to the content of this course: 4FE420

Required Reading and Additional Study Material

Required reading

Gardner, H. *Leading Minds, An Anatomy of Leadership*. New York: Basic Books. Latest edition. About 400 pages.

Weick, K. E. *Making Sense of the Organization*. Oxford: Blackwell Publishers. Latest

edition. About 300 pages. (Chapters 1 and 7).

Weick, K. E. *Sensemaking In Organizations*. SAGE Publications. Latest edition. About 230 pages. (Chapters 1-3).

Additional teaching material

Compendium with scientific articles and book chapters covering leadership, sensemaking, strategic leadership and rhetoric, about 100 pages.

Reference literature

Bennis, W. & Nanus, B. *Leaders: Strategies for Taking Charge*. New York: Harper Business. Latest edition. About 240 pages.