

SOM 893L
LEADERSHIP & EMPOWERMENT
SPRING 2008

Instructor: Charles C. Manz
Office: SOM 307A
Phone: 545-5584
email: cmanz@som.umass.edu

Text:
Yukl, G. (2006) Leadership In Organizations (6th ed.), Prentice-Hall.

TOPICS AND PARTIAL READING LIST

(Additional readings will be added during the course largely based on guest visiting scholars past publications)

Introduction to Course (January 30)

- * Overview of the course and associated requirements
- * Discussion of the profession
- * Brief introduction to the subjects of leadership and empowerment

Cameron, K.S., Dutton, J.E., and Quinn, R.E. (2003) "Positive Organizational Scholarship: Foundations for a New Discipline," San Francisco: Berrett-Koehler, chapters 1, 2, and 23.

Gioia, D.A. and Pitre, E. (1990). "Multiparadigm Perspectives on Theory Building," Academy of Management Review, 15, pages 584-602.

Queenan, J. (1989). "Is it Coercive, Mimetic and Normative?," Forbes, Oct.16.

Seligman, M. E. P.& Csikszentmihalyi, M. 2000. "Positive psychology: An introduction," American Psychologist, 55, 5-14.

Introduction to Leadership and Empowerment (February 6)

Lawler, E.E. III (1992). The Ultimate Advantage: Creating the High Involvement Organization. San Francisco: Jossey-Bass, Chapter 13.

Spreitzer, G.M. (1996). "Social Structural Characteristics of Psychological Empowerment," Academy of Management Journal, 39, 483-504.

Yukl, Chapters 1-3, 5-8.

****No Class **** (February 13) – Work on Paper Proposal

Self-Management & Self-Leadership 1 (February 20)

Manz, C.C., Mossholder, K.W. and Luthans, F. (1987). “An Integrated Perspective of Self-Control in Organizations,” Administration and Society, 19, pages 3-24.

Manz, C.C. and Neck, C.P. (2007). Mastering Self-Leadership: Empowering Yourself for Personal Excellence (4th ed), Upper Saddle River, N.J.: Prentice-Hall, Inc., chapters 1-6.

Manz, C.C. and Sims, H.P. Jr. (1980). “Self-Management as a Substitute for Leadership: A Social Learning Theory Perspective,” Academy of Management Review, 5, pages 361-367.

Marx, R. D. (1982) “Relapse Prevention for Managerial Training: A Model for Maintenance of Behavior Change,” Academy of Management Review, 7, 433-441.

Mills, P.K. (1983). “Self-Management: Its Control and Relationship to Other Organizational Properties,” Academy of Management Review, 8, 445-453.

Yukl, pages 134-141.

Self-Management & Self-Leadership 2 (February 27)

PAPER PROPOSALS DUE

Alves, J.C., Lovelace, K., Manz, C.C., Matsypura, D., Toyasaki, F., Ke, K (2006) "A Cross Cultural Perspective of Self-Leadership," Journal of Managerial Psychology, 21, 338-359.

Hackman, J. Richard (1986). “The Psychology of Self-Management in Organizations,” in M.S. Pollack and R.O. Perloff (Eds.), Psychology and Work: Productivity Change and Employment. Washington, DC, American Psychological Association, pages 85-136.

Manz, Charles C. (1986). Self-Leadership: Toward an Expanded Theory of Self-Influence Processes in Organizations,” Academy of Management Review, 11, pages 585-600.

Manz, C.C. and Neck, C.P. (2007). Mastering Self-Leadership: Empowering Yourself for Personal Excellence (4th ed), Upper Saddle River, N.J.: Prentice-Hall, Inc., chapters 7-12.

Morrison, E.W. and Phelps, C.C. (1999) "Taking Charge at Work: Extrarole Efforts to Initiate Workplace Change," Academy of Management Journal, 42, 403-419.

Neck, C.P. and Manz, C.C. (1996) "Thought Self-Leadership: The Influence of Mental Strategies Training on Employee Cognition, Behavior, and Affect." Journal of Organization Behavior, 17, pages 445-467.

Neck, C.P. and Houghton, J.D. (2006) "Two Decades of Self-Leadership Theory and Research: Past Developments, Present Trends, and Future Possibilities," Journal of Managerial Psychology, Vol. 21, 270-295.

Some Notable Leadership Perspectives (March 5)

Bass, B. (1990). Bass and Stogdill's Handbook of Leadership, Chapter 3 (pages 37-55) and pages 682-686. New York: The Free Press.

Burns, G.M. (1978). Leadership. New York: Harper and Row, pages 1-5, 422-443.

Sims, H.P. Jr. and Lorenzi, P. (1992). The New Leadership Paradigm: Social Learning and Cognition in Organizations, Sage, chapters 1 and 14.

Yukl, Chapters 9-12, 14-15.

Empowering Leadership (March 12)

Houghton, J. D., Neck, C. P., and Manz, C. C. (2003) "We Think We Can, We Think We Can, We Think We Can: The Impact of Thinking Patterns and Self-Efficacy on Work Team sustainability," Team Performance Management, 9, 31-41.

Manz, C.C. and Sims, H.P. Jr. (2001). The New SuperLeadership: Leading Others to lead Themselves," San Francisco: Berrett-Koehler, chapters 7-11.

Manz, C.C. and Sims, H.P. Jr. (1987). "Leading Workers to Lead Themselves: The External Leadership of Self-Managing Work Teams," Administrative Science Quarterly, 32, 106-128.

Sims, H.P. Jr. and Manz, C.C. (1994). "The Leadership of Self-Managing Work Teams" in M. Beyerlein (Ed.) Advances in Interdisciplinary Studies of Work Teams, JAI Press, 187-221.

Srivastava, A., Bartol, KM. & Locke, E.A. (2006) "Empowering Leadership in Management Teams: Effects on Knowledge sharing, Efficacy, and Performance," Academy of Management Journal, 49, 1239-1251.

Yukl, Chapters 4, 13.

Spring Break - No Class (March 19)

Leadership, Self-Leadership, and Emotion (March 26)

Avolio, B.J. Howell, J.M., and Sosik, J.J. (1999) "A Funny Thing Happened on the Way to the Bottom Line: Humor as A Moderator of Leadership Style Effects," Academy of Management Journal, 42, 219-227.

Barsade, S.G. & Gibson, D.E. (2007) "Why Does Affect matter in Organizations?", Academy of Management Perspectives, Feb., 36-59.

Cote, S. (2005) "A Social Interaction Model of the Effects of Emotion Regulation on Work Strain," Academy of Management Review, 30, 509-530.

Fredrickson, B. L. (2003) "The Value of Positive Emotions," American Scientist, 91, 330-335.

Goleman, D. (2000) "Leadership That Gets Results," Harvard Business Review, March-April, 78-90.

Gross, J. J. (2002) "Emotion Regulation: Affective, Cognitive, and Social Consequences," Psychophysiology, 39, 281-291.

Hewlin, P.F. (2003) "And the Award For Best Actor Goes To ...: Facades of Conformity In Organizational Settings," Academy of Management Review, 28, 633-642.

Jordan, P.J., Ashkanasy, N.M., & Hartel, C.E.J. (2002) "Emotional Intelligence as a Moderator of Emotional and Behavioral Reactions to Job Insecurity," Academy of Management Review, 27, 361-372.

Sy, T., Cote, S., & Saavedra, R. (2005) "The Contagious Leader: Impact of the Leader's Mood on the Mood of Group Members, Group Affective Tone, and Group Processes," Journal of Applied Psychology, 90, 295-305.

Work Teams and Empowerment (April 2)

Barker, J.R. (1993). "Tightening the Iron Cage: Concertive Control in Self-Managing Teams," Administrative Science Quarterly, 38, 408-437.

Kirkman, B.L. and Rosen, B. (1999) "Beyond Self-Management: Antecedents and Consequences of Team Empowerment", Academy of Management Journal, 42, 58-74.

Kirkman, B. L., Rosen, B. R., Tsluk, P. E., & Gibson, C. B. (2004) "The Impact of Team Empowerment on Virtual Team Performance: The Moderating Role of Face-to-Face Interaction," Academy of Management Journal, 47, 175-192.

Malhatra, A. Majchzak, A. & Rosen, B. (2007) "Leading Virtual Teams," Academy of Management Perspectives, Feb., 60-70.

Manz, C.C. and Stewart, G.L. (1997) "Attaining Flexible Stability by Integrating Total Quality Management and Socio-Technical Systems Theory," Organization Science, 8, 59-70

Manz, C.C. (1992) "Self-Leading Work Teams: Moving Beyond Self-Management Myths." Human Relations, 45, 1119-1140.

Neck, C. and Manz, C. (1994) "From Groupthink to Teamthink: Toward the Creation of Constructive Thought Patterns in Self-Managing Work Teams" Human Relations, 47, 929-952.

Seibert, S. E., Silver, S. R., & Randolph, W. A. (2004) "Taking Empowerment to the Next Level: A Multiple-Level Model of Empowerment, Performance, and Satisfaction," Academy of Management Journal, 47, 332-349.

Uhl-Bien, M. and Graen, G. (1998) "Individual Self-Management: Analysis of Professionals' Self-Managing Activities in Functional and Cross-Functional Work Teams," Academy of Management Journal, 41, 340-350.

Shared Leadership (April 9)

Carson, J.B., Tesluk, P.E. & Marrone, J.A. (2007) "Shared Leadership in Teams: An Investigation of Antecedent Conditions and Performance," Academy of Management Journal, 50, 1217-1234.

Houghton, J.D., Neck, C.P., Manz, C.C. (2003) "Self-Leadership and SuperLeadership: The Heart and Art of Facilitating Shared Leadership," In C.L. Pearce and J.A. Conger (Eds.), Shared Leadership: Reframing the How's and Why's of Leadership, Thousand Oaks, CA: Sage Publications, 123-140.

Pearce, C. L. (2004). The Future of Leadership: Combining Vertical and Shared Leadership to Transform Knowledge Work. *Academy of Management Executive*, 18(1): 47-57.

Pearce, C.L. and Conger, J.A. (Eds.), (2003) Shared Leadership: Reframing the How's and Why's of Leadership, Thousand Oaks, CA: Sage Publications, Chapters 1, and 14.

Pearce, C. L. and Manz, C. C. (2005) "The New Silver Bullets of Leadership: The Importance of Self and Shared Leadership in Knowledge Work," Organizational Dynamics, 34, 130-140.

Virtues, Corruption, & Leadership (April 16)

Anand, V., Ashforth, B.E., & Joshi, M. 2004. Business as usual: The Acceptance and

Perpetuation of Corruption in Organizations. Academy of Management Executive, 18, 39-53.

Manz, C.C., Anand, V., Joshi, M., and Manz, K.P. (Forthcoming) "Emerging Paradoxes in Executive Leadership: A Theoretical Interpretation of the Tensions Between Corruption and Virtuous Values," Leadership Quarterly.

Manz, K.P., Marx, R.D., Neal, J., & Manz, C. C. (2006) "The Language of Virtues: Toward an Inclusive Approach for Integrating Spirituality in Management Education," Journal of Management Spirituality and Religion, 3, 104-122.

Marx, R.D., Neal, J., Manz, K.P. & Manz, C.C. (Forthcoming). Teaching about spirituality and work: Experiential exercises for management educators. In Biberman, G. and Tischler, L. (Eds.) Spirituality in business: Theory, practice, and future directions. New York: Palgrave MacMillan.

Pearce, C.L., Manz, C.C, and Sims, H.P., Jr. (Forthcoming) "The Roles of Vertical and Shared Leadership in the Enactment of Executive Corruption: Implications for Research and Practice," Leadership Quarterly.

Visiting Scholars (Readings to be determined based on guests' publications) (April 23 and 30)
****Individual Papers Due**** (April 30) Note: please provide copy of your paper for all class members.

Student Presentations (May 7)
(Simulated Professional Conference Session)

COURSE REQUIREMENTS AND GRADING

Grades will be based on the following breakdown.

- * Participation 50%
- * Paper and Presentation 50%

Participation. The evaluation of participation will be based on your preparation and level of involvement in class discussions, thoroughness in leading class sessions, quality of your discussant comments, feedback provided to class members about their final paper, etc. An important part of class participation will occur in the last class session. You will be asked to make a presentation based on your final term paper. A format similar to that used at the Academy of Management meetings will be followed. You will have 10-15 minutes to present your ideas. Each paper will then be discussed by one of the class members. Discussants will have 5 minutes to summarize their comments. In addition, all students will be asked to provide feedback on all papers presented.

Term Paper. You will be asked to write a paper on a course related topic of interest to you. This term project can be: 1) a conceptual paper based on a review of the literature (such as appears in the Academy of Management Review), perhaps with an attempt to develop a new theoretical model, or 2) a paper presenting a brief literature review and research design and method for studying your chosen topic area. These papers can be written in collaboration with other class members if you choose. The typical length of papers should be about 10 pages if you write your paper as sole author, 15 pages if you write your paper with a co-author, and 20 pages if you write your paper with two co-authors. A one page proposal, identifying your topic and outlining your paper, should be submitted by February 27th. A copy of the paper should be delivered to all members of the class by April 30th, one week before the class presentation that is scheduled for May 7th.