

(DRAFT)
SOM 893L
LEADERSHIP & EMPOWERMENT
SPRING 2010

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

Text:

Yukl, G. (2010) Leadership In Organizations (7th ed.), Prentice-Hall.

TOPICS AND PARTIAL READING LIST

(Additional readings will be added during the course based on chosen paper topics and past publications of any guest visiting scholars)

Introduction to Course (January 22)

- * 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.

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 and 4 (skim-3, 5-9).

Self-Management & Self-Leadership 1 (January 29)

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. (2010). Mastering Self-Leadership: Empowering Yourself for Personal Excellence (5th 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 140-147.

Self-Management & Self-Leadership 2 (February 5)

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. (2010). Mastering Self-Leadership: Empowering Yourself for Personal Excellence (5th 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.

Empowering Leadership (February 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, 15.

Work Teams and Empowerment (February 19)

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 (February 26)

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.

Pearce, C.L., Manz, C.C, and Sims, H.P., Jr. (2008) “The Roles of Vertical and Shared Leadership in the Enactment of Executive Corruption: Implications for Research and Practice,” Leadership Quarterly, Vol. 19, 353-359.

Pearce, C.L., Manz, C.C. and Sims, H.P., Jr. (2009) “Where do We Go From Here?: Is Shared Leadership the Key to Team Success?,” Organizational Dynamics Vol. 38, 234-238.

Manz, C.C., Shipper, F. Stewart, G.L. (2009) “Everyone a Team Leader: Do the Shared Leadership Practices of WL Gore Provide an Answer to the Question ‘Where Do We Go From Here?’” Organizational Dynamics Vol. 38, 239-244.

Collaborative work on papers (“Collaboratory”) (March 5) Extended Class

****No regular Class **** (March 12) – Work on Papers with co-authors

Spring Break - No Class (March 19)

Collaborative work on papers (“Collaboratory Continued”) (March 26, April 2, 9, 16 and 23) and possible visiting scholars. Readings and class adjustments to be determined.

****Individual Papers Due**** (April 23) Note: please provide copy of your paper for all class members.

Student Presentations (April 30)
(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 5th. A copy of the paper should be delivered to all members of the class by April 23rd, one week before the class presentation that is scheduled for April 30th.