



HØGSKOLEN I AGDER
Agder University College

*School of Management
Department of Political Science
and Leadership*

ORG420 Empowerment, Self-management and Alternative Approaches to Leadership

The aim of this course is to enrich the students' perspectives about the relationship between leaders and followers in organizations. While most approaches depict managers as the crucial actors, the perspectives included in this course emphasize the role of the subordinates.

The main topics in the course are:

- Empowerment
- Self-management
- Substitutes for leadership
- Romance of leadership
- Extra-role behaviors in organizations
- Deviant behaviors in organizations

The course is given in collaboration between the School of Management at Agder University College (AUC) and the School of Public Administration at the University of Nebraska at Omaha (UNO).

Examination:

Examination requirement: Approved participation in the on-line class discussions and case work.

Final examination: Assignments handed in during the course constitute 30% of the final mark, and a 10 page essay constitutes 70% of the final mark.

The course is based on books and articles written in English and will be taught in English at UNO and in English or Norwegian at AUC (depending on whether there are students without knowledge in Norwegian). Additionally, there will be a substantial English language on-line activity based on AUC's system *Class Fronter*. This activity will be

based on groups made up by students at both universities and will therefore be done in English.

Teaching:

Campus		Time	Topics	Literature	Comments
UNO	1.	Friday August 19 th . 5 – 9 p.m.	Introduction		Because of limited time, the depth of the teaching will vary between the topics. Additional comments will be released on AUC's on-line education system Class-Fronter during the semester (according to the teaching progress at AUC).
	2.	Saturday August 20 th . 9 a.m. – 4 p.m.	Empowerment	Forrester Spreitzer	
			Self-management	Manz and Sims	
			Substitutes for leadership	Kerr and Jermier Howell et al.	
3.	Sunday August 21 st . 2 – 6 p.m.	Followership	Chaleff Kelley		
4.	Monday August 22 nd . 5 – 9 p.m.	Proactive and Extra-role behaviors	Crant Frese and Fay Van Dyne et al.		
		Meaning of work	Wrzesniewski Pratt and Ashforth		
		Deviant behaviors in organizations	Kidwell and Martin Spreitzer and Sonenshein Warren		
		Task revision	Staw and Boettger		
			Summary	Ghoshal	
AUC	1.	Monday August 29 th . 0915 – 1100	Introduction		
	2.	Monday September 5 th . 0915 – 1100	Empowerment	Forrester Spreitzer	
			Self-management	Manz and Sims	
	3.	Monday September 12 th . 0915 – 1100			
	4.	Monday September 19 th . 0915 – 1100	Substitutes for leadership	Kerr and Jermier Howell et al.	
	5.	Monday September 26 th . 0915 – 1100	Romance of leadership	Meindl Meindl et al.	
6.	Monday October 3 rd . 0915 – 1100				
7.	Monday October 10 th . 0915 – 1100	Followership	Chaleff Kelley		

	8.	Monday October 17 th . 0915 - 1100	Proactive and Extra-role behaviors	Crant Frese and Fay Van Dyne et al.	
		NB! No teaching October 24 th .			
	9.	Monday October 31 st . 0915 - 1100			
	10.	Monday November 7 th . 0915 - 1100	Meaning of work	Wrzesniewski Pratt and Ashforth	
	11.	Monday November 14 th . 0915 - 1100	Deviant behaviors in organizations	Kidwell and Martin Spreitzer and Sonenshein Warren	
	12.	Monday November 21 st . 0915 - 1100	Task revision	Staw and Boettger	
			Summary	Ghoshal	

Other activities (for students at both campuses):

Throughout the entire semester: Participation in on-line discussions and case-work. The remaining lessons for the UNO students will be released on the Class-Fronter system at the same times as the AUC lessons about the actual topics.	
Tuesday August 30 th . - Friday September 2 nd .	Establishment of groups, each consisting of students from both universities.
Friday October 28 th .	Deadline for individual or group-based 5 pages assignments on self-selected topics. Innovative approaches such as discussions, lessons to practitioners, newspaper articles and so on are encouraged
Wednesday November 30 th .	Deadline for individual 10 page essay on self-selected topics.

Literature:

Chaleff, Ira (2003). *The courageous follower. Standing up to and for our leaders*. San Francisco: Berrett-Koehler Publishers. Pages 1-56. 56 pages.

Crant, Michael J. (2000). Proactive behavior in organizations. *Journal of Management*. 26, 3, 435-462. 28 pages.

Forrester, Russ (2000). Empowerment: Rejuvenating a potent idea. *Academy of Management Executive*. 14, 3, 67- 80. 14 pages.

Frese, Michael and Fay, Doris (2001). Personal initiative: An active performance concept for work in the 21st. century. *Research in Organizational Behavior*. 23, 133-187. 55 pages.

Ghoshal, Sumantra (2005). Bad management theories are destroying good management practices. *Academy of Management Learning and Education*. 4, 1, 75-91. 16 pages.

Howell, Jon P., Bowen, David E., Dorfman, Peter W., Kerr, Steven and Podsakoff, Philip M. (1990). Substitutes for leadership: Effective alternatives to ineffective leadership. *Organizational Dynamics*, Summer, 19, 1, 21-38. 18 pages.

Kelley, Robert E. (1988). In praise of followers. *Harvard Business Review*. Pages 142-148. 7 pages.

Kerr, Steven and Jermier, John M. (1978). Substitutes for leadership: Their meaning and measurement. *Organizational Behavior and Human Performance*. 22. Pages 375-403. 29 pages.

Kidwell, Roland E. and Martin, Christopher L. (2005). The prevalence (and ambiguity) of deviant behavior at work. In Kidwell, Roland E. and Martin, Christopher L. (eds.): *Managing Organizational Deviance*. Thousand Oaks: SAGE Publications. Pages 1-21. 21 pages.

Manz, Charles C. and Sims, Henry P. (2001). *The new superleadership*. San Francisco: Berrett-Koehler Publishers. Pages 1-29, 37-49, 55-70, 77-86, 94-135, 145-161, 190-205 and 217-231. 156 pages.

Meindl, James R. (1990). On leadership: An alternative to the conventional wisdom. *Research in Organizational Behavior*. 12, 159-203. 45 pages.

Meindl, James R., Ehrlich, Sanford, B. and Dukerich, Janet M. (1985). The romance of leadership. *Administrative Science Quarterly*. 30, 1, 78-102. 25 pages.

Pratt, Michael G., and Ashforth Blake E. (2003). Fostering meaningfulness in working and at work. In Cameron, Kim S., Dutton, Jane E. and Quinn, Robert E. (eds.). *Positive Organizational Scholarship. Foundations of a New Discipline*. San Francisco: Berrett-Koehler Publishers. Pages 309- 327. 19 pages.

Spreitzer, Gretchen M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*. 38, 5, 1442-1465. 24 pages.

Spreitzer, Gretchen M. and Sonenshein, Scott (2004). Toward the construct definition of positive deviance. *American Behavioral Scientist*. 47, 6, 828-847. 20 pages.

Staw, Barry M. and Boettger (1990). Task revision: A neglected form of work performance. *Academy of Management Journal*. 33, 3, 534-559. 26 pages.

Van Dyne, Linn, Cummings, L.L. and Parks, Judi McLean. (1995). Extra-role behaviors: In pursuit of construct and definitional clarity (a bridge over muddied waters). *Research in Organizational Behavior*. 17, 215 - 285. 71 pages.

Warren, Danielle (2003). Constructive and destructive deviance in organizations. *Academy of Management Review*. 29, 4, 622-632. 11 pages.

Wrzesniewski, Amy (2003). Finding positive meaning in work. In Cameron, Kim S., Dutton, Jane E. and Quinn, Robert E. (eds.). *Positive Organizational Scholarship. Foundations of a New Discipline*. San Francisco: Berrett-Koehler Publishers. Pages 296-308. 13 pages.