



DEPARTAMENTO.....: ADMINISTRAÇÃO GERAL E RECURSOS HUMANOS (ADM)
CURSO: CMCD - MESTRADO E DOUTORADO EM ADMINISTRAÇÃO DE EMPRESAS
DISCIPLINA.....: LEADERSHIP IN ORGANIZATIONS

PROFESSORES.....: JOANA STORY
SEMESTRE/ANO:1º/2019

1º BIMESTRE

PROGRAM

OBJECTIVES OF THE COURSE

This course will provide a general overview of the major topics on leadership theory and theorizing. This is a foundational course.

LEARNING OBJECTIVES

At the end of this course, students should be able to:

- 1) Identify, compare and contrast leadership theory
- 2) Integrate fundamental leadership concepts into theorizing about organizations
- 3) Successfully evaluate leadership research potential
- 4) Describe and identify the salient link between leadership and various variables such as power, motivation and trust
- 5) Think critically about innovative leadership styles

METHODOLOGY

This course will be heavily based on in-class discussion and presentation of ideas guided by the instructor.

EVALUATION

Seminars 20%
Group Activity 30%
Paper Proposal 50%

BIBLIOGRAPHY

BOOKS:

Day, D. V., & Antonakis, J. (2012). The nature of leadership. Thousand Oaks, CA: Sage Publications.

Northouse, P. G. (2016). Leadership: Theory and practice, 7th ed. Thousand Oaks, CA: Sage Publications.



FOUNDATIONS OF LEADERSHIP RESEARCH/METHODS

Avolio BJ. (2007). Promoting more integrative strategies for leadership theory-building. *American Psychologist*, 62: 25–33.

Avolio BJ, Sosik JJ, Jung DI, Berson Y. (2003). Leadership models, methods, and applications: Small steps and giant leaps. In Borman WC, Klimoski R, Ilgen DR, Weiner B (Eds.), *Handbook of psychology* (Vol. 12, pp. 277–307). New York, NY: John Wiley & Sons.

Bryman, A (2004). Qualitative research on leadership: A critical but appreciative review. *The Leadership Quarterly*, 15 (6): 729-769.

Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25 (1): 36-62.

Insch, G. S., Moore, J. E., Murphy, L. D. (1997). Content analysis in leadership research: Examples, procedures, and suggestions for future use. *The Leadership Quarterly*, 8 (1): 1-25.

Stentz, J. E., Plano Clark, V. L., Matkin, G. S. (2012). Applying mixed methods to leadership research: A review of current practices. *The Leadership Quarterly*, 23 (6): 1173-1183.

TRAIT APPROACH

Anand, S., Vidyarthi, P., & Rolnicki, S. (2018). Leader-member exchange and organizational citizenship behaviors: Contextual effects of leader power distance and group task interdependence. *The Leadership Quarterly*, 29 (4): 489-500.

Chan, K.Y., Drasgow, F. (2001). Toward a theory of individual differences and leadership: Understanding the motivation to lead. *Journal of Applied Psychology*, 86: 481– 498

Cherulnik, P. D., Turns, L. C., & Wilderman, S.K. (1990). Physical appearance and leadership – exploring the role of appearance-based attribution in leader emergence. *Journal of Applied Social Psychology*, 20: 1530–1539.

Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87: 765–780.

Judge, T. A., & Cable, D. M. (2004). The effect of physical height on workplace success and income: Preliminary test of a theoretical model. *Journal of Applied Psychology*, 89: 428–441.

Judge, T.A., Colbert, A. E., & Ilies R. (2004). Intelligence and leadership: A quantitative review and test of theoretical propositions. *Journal of Applied Psychology*, 89: 542–552.



Judge, T. A., Jackson, C. L., Shaw, J. C., Scott, B. A., & Rich, B. L. (2007). Self-efficacy and workrelated performance: The integral role of individual differences. *Journal of Applied Psychology*, 92: 107–127.

Ng, K. Y., Ang, S., & Chan, K. Y. (2008). Personality and leader effectiveness: A moderated mediation model of leadership self-efficacy, job demands, and job autonomy. *Journal of Applied Psychology*, 93: 733–743.

Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *Journal of Psychology*, 25: 35–71.

Trivas, S., Schyns, B. Lord, R., Hall, R. (2017). “Facing” leaders: Facial expressions and leadership perception: *The Leadership Quarterly*, 28 (2): 317-333.

SITUATIONAL APPROACH

Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, 82: 827–844.

Graeff, C. L. (1997). Evolution of situational leadership theory: A critical review. *Leadership Quarterly*, 8:153–170

House, R. J., & Mitchell, T. R. (1974). Path-goal theory of leadership. *Journal of Contemporary Business*, 3: 81–97

Judge, T. A, Piccolo, R. F., & Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of Applied Psychology*, 89: 36–51.

Liden, R. C., Wayne, S. J., & Stilwell, D. (1993). A longitudinal-study on the early development of leader member exchanges. *Journal of Applied Psychology*, 78: 662–674.

PROCESS APPROACH

Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multi-factor Leadership Questionnaire. *Journal of Occupational and Organizational Psychology*. 72:4, 441-462,

Conger, J. A., & Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. *Academy of Management Review*, 12: 637–647.

Conger, J. A., & Kanungo, R. N. (1994). Charismatic leadership in organizations—perceived behavioral-attributes and their measurement. *Journal of Organizational Behavior*, 15: 439–452.

Judge, T.A, & Piccolo, R. F. (2004). Transformational and transactional leadership: A metaanalytic test of their relative validity. *Journal of Applied Psychology*, 89: 755–768.



Podsakoff, P. M., MacKenzie, S.B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1: 107–142.

Tskhay, K. O., Zhu, R., & Rule, N. O. (2017). Perceptions of charisma from thin slides of behavior predict leadership prototypicality judgments. *The Leadership Quarterly*, 28 (4): 555-562.

EMERGENT APPROACHES

Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *Leadership Quarterly*, 16, 315-338. doi:10.1016/j.leaqua.2005.03.001

Bavik, Y. L., Tang, P. M., Shao, R., & Lam, L. W. (2018). Ethical leadership and employee knowledge sharing: Exploring dual-mediation paths. *The Leadership Quarterly*, 29 (2): 322-332.

Brown, M. E., Trevino, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97, 117–134.

Gils, S., Van Quaquebeke, N., van Knippenberg, D., van Dijke, M., De Cremer, D. (2015). Ethical leadership and follower organizational deviance: The moderating role of follower moral attentiveness. *The Leadership Quarterly*, 26 (2): 190-203.

Liden, R., Wayne, S., Zhao, H., Henderson, D. J. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19 (2): 161-177.

Steffens, N., Mols, F., Haslam, S. A., Okimoto, T. G. (2016). True to what We stand for: Championing collective interests as a path to authentic leadership. *The Leadership Quarterly*, 27 (5): 726-744.

van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37 (4): 1228-1261.

Weiss, M., Razinskas, S., Backmann, J., & Hoegl, M. (2018). Authentic leadership and leaders' mental well-being experience sampling study. *The Leadership Quarterly*, 29 (2): 309-321.

GENDER & CULTURE

Eagly, A. H., & Johnson, B. T. (1990). Gender and leadership style: A meta-analysis. *Psychological Bulletin*, 108: 233–256.

Eagly, A. H., Karau, S. J., & Makhijani, M. G. (1995). Gender and the effectiveness of leaders: A meta-analysis. *Psychological Bulletin*, 117: 125–145.



Dobbins, G. H., & Platz, S. J. (1986). Sex differences in leadership: How real are they? *Academy of Management Review*, 11:118–127.

Javidan, M., Dorfman, P.W., Sully de Luque, M. F., House, R. J. (2006). In the eye of the beholder: Cross-cultural lessons in leadership from project GLOBE. *Academy of Management Executive*, 20 (1): 67-90.

Story, J. S. P., Barbuto, J. E., Luthans, F., Bovaird, J. A. (2014). Meeting the challenges of effective international HRM: Analysis of the antecedents of global mindset. *Human Resource Management*, 53 (1): 131-155.

Story, J. S. P., Youssef, C. M., Luthans, F., Barbuto, J. E., & Bovaird, J. (2013). Contagion effect of global leaders' positive psychological capital on followers: Does distance and quality of relationship matter? *The International Journal of Human Resource Management*, 24 (13): 2534-2553.

TEAMS

Balkundi, P., & Harrison, D. A. (2006). Ties, leaders, and time in teams: Strong inference about network structure's effects on team viability and performance. *Academy of Management Journal*, 49: 49–68.

Day, D. V., Gronn, P., Salas, E. (2004). Leadership capacity in teams. *Leadership Quarterly*, 15: 857–880.

Keller, R. T. (2006). Transformational leadership, initiating structure, and substitutes for leadership: A longitudinal study of research and development project team performance. *Journal of Applied Psychology*, 91: 202–210

Rego, A., Yam, K. C., Owens, B. P., Story, J. S. P., Cunha, M. P., Bluhm, D., Lopes, M. P. (2017). Conveyed leader psychopredicating leader effectiveness through positive energizing. *Journal of Management*, <https://doi.org/10.1177/0149206317733510>