

DISCIPLINA / COURSE: LEADERSHIP IN ORGANIZATIONS
 DEPARTAMENTO / DEPARTMENT: ADM
 CURSO / PROGRAM: CMCD AE
 SEMESTRE E ANO / SEMESTER AND YEAR: 1/2021
 CARGA HORÁRIA / CLASS-HOURS: 30 horas ou 15 horas (selecionar)
 PROFESSOR: JOANA STORY
 LÍNGUA / LANGUAGE: ENGLISH

DESCRIÇÃO DA DISCIPLINA / COURSE DESCRIPTION

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

OBJETIVOS DA DISCIPLINA / LEARNING GOALS

Os objetivos de aprendizagem da disciplina estão apresentados na tabela abaixo, demonstrando como os mesmos contribuem para os objetivos do CMCD AE.

The course learning goals are presented in the table below, showing how they contribute to the learning goals related to the objectives of CMCD AE.

Objetivos do CMCD AE CMCD AE Objectives	Objetivos da disciplina Course learning goals	Grau de contribuição / Level of contribution
Métodos qualitativos de pesquisa Qualitative research methods	Identify, compare and contrast leadership theory	○ ○ ●
Métodos quantitativos de pesquisa Quantitative research methods	Identify, compare and contrast leadership theory	○ ○ ●
Conhecimento do tema de pesquisa / teoria Knowledge of research themes and theory	Identify, compare and contrast leadership theory Describe and identify the salient link between leadership and various variables such as power, motivation and trust	● ● ●
Procedimentos de pesquisa Research procedures	Identify, compare and contrast leadership theory	● ● ○
Relevância e inovação em pesquisa Relevance and innovation in research	Integrate fundamental leadership concepts into theorizing about organizations Successfully evaluate leadership research potential Think critically about innovative leadership styles	● ● ○
Elaboração de artigos Development of academic papers	Successfully evaluate leadership research potential	● ● ○

Outros objetivos da disciplina / Other course learning goals:.....

A descrição completa dos objetivos de aprendizagem do CMCDAE e outras informações podem ser encontradas em <https://rebrand.ly/cmae-eaesp> (mestrado) e <https://rebrand.ly/cdae-eaesp> (doutorado).

The full description of the CMCDAE objectives, and other related information, may be found at <https://rebrand.ly/cmae-eaesp> (masters) e <https://rebrand.ly/cdae-eaesp> (doctorate).

CONHECIMENTO PRÉVIO, SE HOVER / PREVIOUS KNOWLEDGE REQUIRED, IF APPLICABLE

CONTEÚDO/METODOLOGIA / CONTENT/METHODOLOGY

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

CRITÉRIO DE AVALIAÇÃO / ASSESSMENT

Seminars 20%
Group Activity 30%
Paper Proposal 50%

BIBLIOGRAFIA (BÁSICA E COMPLEMENTAR) / BIBLIOGRAPHICAL REFERENCES

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

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 psycap predicting leader effectiveness through positive energizing. *Journal of Management*, <https://doi.org/10.1177/0149206317733510>

AULA-A-AULA (OPCIONAL) / COURSE SCHEDULE (OPTIONL)

MINI CV DO PROFESSOR (OPCIONAL) / PROFESSOR MINI CV (OPTIONL)

Professora Adjunto da EAESP-FGV. Ph.D pela University of Nebraska-Lincoln. Recebeu diversas honrarias acadêmicas, tendo sido premiada como melhor Junior Faculty da Nova School of Business and Economics, indicado a prêmios de melhor artigo em congressos internacionais de destaque como o Academy of Management Meeting. Foi professora na Nova School of Business and Economics em Lisboa. Tem publicações em periódicos internacional de destaque como *Journal of Management*, *Human Resource Management*, *Journal of Business Ethics*, *Journal of Managerial Psychology*. Seus interesses de pesquisa são liderança e comportamento organizacional em organizações em contextos globais. Atualmente é membro de corpo editorial do *Journal of Leadership and Organizational Studies*.

OUTRAS INFORMAÇÕES (OPCIONAL) / OTHER INFORMATION (OPTIONAL)