

Seminar on Responsible Leadership

Autumn Term 2021

Course Objective

A globalized business world poses numerous challenges for business leaders, decision makers, managers, and employees. In particular, leading in a responsible and sustainable manner has become one of the major challenges managers need to deal with. Triggered by recent developments including high-scale business scandals and an ever increasing societal pressure for companies to operate responsibly and sustainably, those working in organizations frequently feel the need for guidance when it comes to simple questions like 'What does responsibility mean?', 'Why be responsible?' or 'How can I be responsible?', etc. At the same time, being able to deal with these challenges, pressures, and questions offers a wide range of opportunities for business leaders to develop sound strategies, create long-term value and sustainability, and to have a positive impact which makes a difference.

The class sessions will be interactive, with emphasis on discussion. Students will be expected to write a seminar paper and prepare a presentation.

The objective of this course is to familiarize students with the challenges and opportunities of responsible leadership. Students will thereby

- Learn to understand the current debates on the responsibility and ethicality of leadership in the global business environment
- Reflect about responsible leadership in general and their own leadership values in particular
- Understand and learn ways to engage with the challenges of leadership
- Train their analytical, reflective, holistic, and creative thinking

Lecturer

Prof. Dr. Christian Vögtlin
Email: cvogtlin@audencia.com

Administrative Details

The seminar will take place over 7 sessions.

Dates:

- Preparatory on-site session on October 13, 14:00-18:00, location: KOL-N-1, with an introduction into the course topic and outline.
- Six Wednesday morning online sessions (8:00-12:00) on the following dates: 27.10.2021, 10.11.2021, 24.11.2021, 01.12.2021, 08.12.2021, 15.12.2021.

Location:

All sessions, except for the preparatory session on October 13, will be held ONLINE via zoom. To make this virtual learning experience as productive and enjoyable as possible, there will be several opportunities for interaction, e.g., through regular discussions in the plenary and in smaller 'break-out' sessions. In addition, the students will get sufficient time to individually reflect on the presented subjects throughout the seminar.

Credits:

In order to get credit for the course, students have to write a seminar paper, present their findings to the class, and participate in the seminar meetings. The successful completion of the seminar accounts for **3 ECTS-Points**, which can be credited to MA: BWL 5 and to the new minor area (Nebenfachbereich) "Sustainable Finance" (M_30_SF). The students will be provided access to the reading material at the beginning of the course.

The deadline for handing in the seminar papers is January 9, 2022. The papers have to be written in English.

All questions concerning the seminar can be directed to: cvogtlin@audencia.com

Introductory Literature on How to Write Scientific Papers:

Bänsch, A., & Alewell (2020). *Wissenschaftliches Arbeiten*. 12. Auflage. München: Oldenbourg.

Huff, A. S. (1999). *Writing for scholarly publication*, Thousand Oaks. USA: Sage.

Huff, A. S. (2009). *Designing research for publication*. London: Sage.

Sachs, S., & Hauser, A. (2002). *Das ABC der betriebswirtschaftlichen Forschung: Anleitung zum wissenschaftlichen Arbeiten*. Zürich: Versus.

For further guidelines on how to write scientific papers, please refer to the download box on our homepage: <http://www.business.uzh.ch/professorships/as/themenliste.html>

Handbooks Related to the Seminar Topics:

Crane, A., & Matten, D. (2019). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization*. (5 ed.). Oxford University Press.

Doh, J. P., & Stumpf, S. A. (2005). *Handbook on responsible leadership and governance in global business*. Cheltenham: Edward Elgar.

Maak, T., & Pless, N. (2006). *Responsible leadership*. New York: Routledge.

Moody-Stuart, M. (2014). *Responsible leadership: Lessons from the front line of sustainability and ethics*. Scheffield: Greenleaf.

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

Scherer, A. G., & Palazzo, G. (2008). *Handbook of research on global corporate citizenship*. Cheltenham: Edward Elgar.

Yukl, G. & Gardner, W. L. (2019). *Leadership in organizations* (9 ed.). Harlow: Pearson.

A Note on Plagiarism

Plagiarism is defined as the use of another person's ideas, knowledge, or language without appropriate crediting of the source. Plagiarism is theft of intellectual property, and therefore is a serious offense. It cannot be tolerated in academic work. Any evidence of plagiarism in a student paper will result in a failing grade for the course. It is also inappropriate to use very long quotes from an author even if the material is properly cited and enclosed in quotation marks. Such a practice raises the possibility that students do not really understand the material they are quoting. Ideas should be expressed in the students' own words except for the occasional use of quotations from other sources to highlight or support specific points. For further information see the *Harvard Guide to Using Sources* and its guidelines on avoiding plagiarism.

Course Outline

In the following, you will find the themes we will address during the course. The readings listed under each theme provide those of you who do the presentation with a preliminary introduction to the literature in that field. These texts will be provided to you by the course instructor. The students preparing the presentations should also do further literature research.

The following research questions can guide you in preparing your presentations as well as your papers:

- (1) What is the theoretical/scientific relevance of the phenomenon you study?
- (2) What is the practical relevance of the topic you analyze?
- (3) What are the challenges for responsible leaders in relation to the topic you analyze?
- (4) What are possible solutions?
- (5) What are theoretical and practical implications that can be derived from these solutions?

Grading Weights

Seminar Paper	60%
Presentation	30%
Attendance and participation in class discussion	10%

Session outline

Please note that the sessions and the literature suggestions provided for the sessions will not always refer explicitly to the term responsible leadership, or even leadership. This does not mean it is not relevant for responsible leadership. When preparing your presentations and papers, you can refer to the terms used in the specific literature you are drawing on. However, you might want to try at some point linking the discussion back to our overall theme of responsible leadership.

Session 1: Introduction to responsible leadership – by the instructor

In this first session, we will get familiar with the idea of responsible leadership. We will develop an understanding of the basic dimensions of responsibility for business leaders and discuss the implications of various forms of responsible leadership. This will provide the starting point for further discussions. We will also discuss the outline of the course, the topics for presentation and some guidelines on how to write a seminar paper.

References:

- Patzer, M. & Voegtlin, C. 2021. Leadership Ethics and Organizational Change: Sketching the Field, Chapter draft to be published in: B. Burnes & R. T. By (Eds.), *Organizational Change, Leadership and Ethics: Leading Organizations Towards Sustainability*, 2nd Edition. London: Routledge, forthcoming.
- Voegtlin, C. & Crane, A. (2021). Responsible leadership types. Audencia Business School, University of Bath.
- Voegtlin, C., Frisch, C., Walther, A., & Schwab, P. (2020). Theoretical development and empirical examination of a three-roles model of responsible leadership. *Journal of Business Ethics*, 167(3), 411-431.

Session 2: The responsible leader as an expert (student presentations)

Topic 1: Leadership and management

The first topic deals with the responsibilities of leaders toward to organization and task achievement. It thereby touches upon the discussion between leader and manager. The aim is to critically reflect on the potential difference and overlap between the two terms and from there on, to highlight challenging aspects around structuring tasks, assigning responsibilities and coordinating efforts.

References:

- Kent, T. W. (2005). Leading and managing: It takes two to tango. *Management Decision*, 43, 1010-1017.
- Kniffin, K. M., Detert, J. R., & Leroy, H. L. (2020). On leading and managing: Synonyms or separate (and unequal)? *Academy of Management Discoveries*, 6(4), 544-571.
- Marta, S., Leritz, L. E., & Mumford, M. D. (2005). Leadership skills and the group performance: Situational demands, behavioral requirements, and planning. *The Leadership Quarterly*, 16(1), 97-120.

Topic 2: The responsible leader as a moral person and a moral manager

The aim of this topic is to extend the previous discussion by focusing on how leaders can achieve their and their teams' goals by paying attention to ethical and moral implications. The discussion thereby draws on the ethical leadership research in organizations and highlights the complementary aspects of the leader as a moral person and a moral manager and the influence of the leader as a role model across the organization.

References:

- Schaubroeck, J. M., Hannah, S. T., Avolio, B. J., Kozlowski, S. W. J., Lord, R. G., Trevino, L. K., Dimotakis, N., Peng, A. C. (2012). Embedding ethical leadership within and across organization levels. *Academy of Management Journal*, 55(5), 1053-1078.
- Trevino, L. K., Brown, M., & Hartman, L. P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. *Human Relations*, 56(1), 5-37.
- Trevino, L. K., Hartman, L. P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California Management Review*, 42(4), 128-142.

Session 3: The responsible leader as a facilitator (student presentations)

Topic 3: Leadership: Motivating employees through charisma and vision

The focus of this topic will be on how leaders can motivate employees. It will discuss one of the most influential leadership approaches, transformational leadership, that has repeatedly been shown to have a positive influence on employee motivation. The aim is on the one hand to highlight the benefits of engaging employees in a transformative way, and on the other hand, to caution against the potential downsides of charismatic, transformational leadership.

References:

- Bono, J. E., & Judge, T. A. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leaders. *Academy of Management Journal*, 46(5), 554-571.
- Bass, B. M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *Leadership Quarterly*, 10(2), 181-217.
- Howell, J. M., & Avolio, B. J. (1992). The ethics of charismatic leadership: submission or liberation? *Academy of Management Executive*, 6(2), 43-54.

Topic 4: The dark side of leadership: Abusive supervision

This topic will focus on the dark side of the leader-follower relationship. The opposite of responsible leadership could be considered what has been called abusive supervision, i.e., leadership that uses nonphysical aggression against followers, often for personal gains. The aim is to highlight abusive forms of leadership and show their negative outcomes on followers.

References:

- Liao, H. Wee, E., & Liu, D. (2017). Shifting the power balance with an abusive boss, *Harvard Business Review*, October 09, 2017.

- Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of Management*, 33(3), 261-289.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43(2), 178-190.

Session 4: Case study and discussion of topics for the seminar paper – by the instructor

In the first part of this session, we will discuss a case study on responsible leadership. The second part will be dedicated to discussing potential ideas for the topic of your seminar paper.

References:

Case Study La Tricylcerie

Session 5: The responsible leader as a citizen (student presentations)

Topic 5: Responsible leadership as successful stakeholder engagement

The focus of this topic will be on the interaction between responsible leaders and organizational stakeholders. Specifically relevant in this regard is discussing the ways through which responsible leaders can engage with stakeholders and the challenges of such an engagement.

References:

- Doh, J. P., & Quigley, N. R. (2014). Responsible leadership and stakeholder management: Influence pathways and organizational outcomes. *The Academy of Management Perspectives*, 28(3), 255-274.
- Maak, T. (2007). Responsible leadership, stakeholder engagement, and the emergence of social capital. *Journal of Business Ethics*, 74(4), 329-343.
- Pless, N. M., Maak, T., & Waldman, D. A. (2012). Different approaches toward doing the right thing: Mapping the responsibility orientations of leaders. *Academy of Management Perspectives*, 26(4), 51-65.

Topic 6: CEO responsible leadership

The topic investigates the role and impact of CEO responsible leadership. It will highlight the implications of different approaches to CEO responsible leadership and illustrate alongside specific cases the role CEO leadership played in moving the company toward more responsible practices.

References:

- Jaén, M. H., Reficco, E., & Berger, G. (2020). Does integrity matter in BOP ventures? The role of responsible leadership in inclusive supply chains. *Journal of Business Ethics*, online first.
- Maak, T., Pless, N. M., & Voegtlin, C. (2016). Business statesman or shareholder advocate? CEO responsible leadership styles and the micro-foundations of political CSR. *Journal of Management Studies*, 53(3), 463-493.

Varma, T. M. (2020). Responsible leadership and reputation management during a crisis: The cases of Delta and United Airlines. *Journal of Business Ethics*, online first.

Session 6: The leader as a citizen – continued (student presentations)

Topic 7: CEO activism

This topic places an emphasis on the increasing engagement of company leaders in political discussions by taking a public stance of issues of public concern. The aim is to highlight the implications of such an engagement and to critically reflect on the role of a leader as an activist.

References:

- Branicki, L., Brammer, S., Pullen, A., & Rhodes, C. (2020). The morality of “new” CEO activism. *Journal of Business Ethics*, online first.
- Chatterji, A. K., & Toffel, M. W. (2019). Assessing the impact of CEO activism. *Organization & Environment*, 32(2), 159-185.
- Hambrick, D. C., & Wowak, A. J. (2021). CEO sociopolitical activism: A stakeholder alignment model. *Academy of Management Review*, 46(1), 33-59.

Topic 8: Learning to lead responsibly from managing hybrid ventures

This topic will highlight the specific challenges responsible leaders face when managing multiple objectives. This will be illustrated by the specific focus on social entrepreneurial ventures as a form of hybrid organizations that pursue social and economic goals simultaneously and the role of the social entrepreneur therein.

References:

- Battilana, J., & Dorado, S. (2010). Building sustainable hybrid organizations: The case of commercial microfinance organizations. *Academy of Management Journal*, 53(6), 1419-1440.
- Doherty, B., Haugh, H., & Lyon, F. (2014). Social enterprises as hybrid organizations: A review and research agenda. *International Journal of Management Reviews*, 16(4), 417-436.
- Wry, T., & York, J. G. (2017). An identity-based approach to social enterprise. *Academy of Management Review*, 42(3), 437-460.

Session 7: Leading responsibly across cultures (student presentation) and wrap up

Topic 9: Cross-cultural challenges of responsible leadership

This topic focuses on the cross-cultural differences and challenges of responsible leadership. Different cultures have different ideas of responsibility. The aim is to discuss the challenges of leading responsible across cultures by highlighting especially the influence of cultural characteristics on leadership.

References:

- House, R., Javidan, M., Hanges, P., & Dorfman, P. (2002). Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE. *Journal of World Business, 37*(1), 3-10.
- Waldman, D. A., Sully de Luque, M., Washburn, N. T., & House, R. J. (2006). Cultural and leadership predictors of corporate social responsibility values of top management: A GLOBE study of 15 countries. *Journal of International Business Studies, 37*(6), 823-837.
- Witt, M. A., & Stahl, G. K. (2016). Foundations of responsible leadership: Asian versus Western executive responsibility orientations toward key stakeholders. *Journal of Business Ethics, 136*(3), 623-638.

The last part of the session will be dedicated to a summary of the course and an open discussion. We might also find time to reflect again on your seminar papers.