

Seminar on Responsible Leadership

Autumn Term 2018

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

Time: Blockseminar on October 26 & 27, November 16 & 17, each day from 9:00h to 17:00h.
Location: Seminarraum UNK-E-2, Universitätsstr. 84, 8006 Zürich
(Tram-Station Winkelriedstr., Line 9 & 10).

There will be a **preparatory session on September 17**, 18:00-20:00 at the Seminarraum UNK-E-2, Universitätsstr. 84, 8006 Zürich. In this preparatory session, the course outline will be presented and topics for student presentations will be introduced. 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. 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 10, 2019. 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 (2009). *Wissenschaftliches Arbeiten*. 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.
- Theisen, R. (2012). *Wissenschaftliches Arbeiten: Technik-Methodik-Form*, 15. Auflage. München: Vahlen.

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. (2016). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization*: Oxford University Press.
- Doh, J. P., & Stumpf, S. A. (2005). *Handbook on responsible leadership and governance in global business*. Cheltenham: Edward Elgar.
- Greenleaf, R. K. (1977). *Servant leadership*. New York: Paulist Press.
- 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. (2012). *Leadership in organizations* (8 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.

1st day

Session 1: Introduction to responsible leadership – by instructor

In this first session, we will get familiar with the idea of responsible leadership. We will analyze how leadership has evolved over time and what the current challenges for responsible leaders are.

References:

- Northouse, P. G. (2016). *Leadership: Theory and practice* (7 ed.). Thousand Oaks: Sage.
- Voegtlin, C. (2016). What does it mean to be responsible? Addressing the missing responsibility dimension in ethical leadership research. *Leadership, 12*(5), 581-608.
- Voegtlin, C. & Crane, A. (2018). Putting the manager back into stakeholder salience: Towards a theory of managerial perceptions of stakeholder responsibility. AudenciaBusiness School, University of Bath.
- Yukl, G. (2012). *Leadership in organizations* (8 ed.). Harlow: Pearson.

Session 2: Student presentations

Topic 1: The responsible leader as a moral person and a moral manager

The aim of this session is to provide an overview of how leaders can engage responsibly and ethically with their employees. The focus should be on the leader as a moral person and a moral manager and the challenges of ethical decision-making.

References:

- Trevino, L. K. (1986). Ethical decision making in organizations: A person-situation interactionist model. *Academy of Management Review, 11*(3), 601-617.
- 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.

Topic 2: Responsible leadership as successful stakeholder engagement

In this session, the focus 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.

Lunch break

Session 3: Group work: Stakeholder materiality

2nd day

Session 4: How to write a seminar paper – by instructor

In this session, we will discuss how to write a seminar paper. We will examine the structure and content of a scientific paper and highlight the important aspects you need to consider when preparing your paper. This is also the place and time to discuss the ideas for the topic of your seminar paper.

Session 5: Student presentations

Topic 3: Responsible leadership and organizational culture

Leaders can have a strong influence on the organizational culture. In this session, the relation between leadership and culture should be carved out. A specific focus is on how responsible leaders can influence the “right” kind of culture.

References:

- Paine, L. S. (1994). Managing for organizational integrity. *Harvard Business Review*, 72(2), 106-117.
- Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). San Francisco: John Wiley & Sons.

Trevino, L. K., Weaver, G. R., Gibson, D. G., & Toffler, B. L. (1999). Managing ethics and legal compliance: What works and what hurts. *California Management Review*, 41(2), 131-151.

Topic 4: Responsible leadership in hybrid organizations

This session 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.
- Light, P. C. (2009). Social entrepreneurship revisited: Not just anyone, anywhere, in any organization can make breakthrough change. *Stanford Social Innovation Review*, (Summer) 21–22.
- Wry, T., & York, J. G. (2017). An identity-based approach to social enterprise. *Academy of Management Review*, 42(3), 437-460.

Lunch break

Session 6: Group work: Case

3rd day

Session 7: Guest lecture (TBD)

Session 8: Student presentations

Topic 5: Leadership: Charisma and vision

The focus of this session will be on leader charisma. Charisma is one of the personality characteristics that has been associated most often with successful leadership. The aim is on the one hand to highlight the potential relevance of charisma for leadership that is able to transform others, and on the other hand, to critically discuss its potential negative implications.

References:

- 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.
- Waldman, D. A., Siegel, D. S., & Javidan, M. (2006). Components of CEO transformational leadership and corporate social responsibility. *Journal of Management Studies*, 43(8), 1703-1725.

Topic 6: The dark side of leadership: Abusive supervision

This session will focus on the dark side of leadership. 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:

- Hoobler, J. M., & Brass, D. J. (2006). Abusive supervision and family undermining as displaced aggression. *Journal of Applied Psychology*, 91(5), 1125-1133.
- Liao, H. Wee, E., & Liu, D. (2017). Shifting the power balance with an abusive boss, *Harvard Business Review*, October 09, 2017.
- Mawritz, M. Greenbaum, R. L., Butts, M., & Graham, K. (2016). We're all capable of being an abusive boss, *Harvard Business Review*, October 14, 2016
- Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of Management*, 33(3), 261-289.

Lunch break**Session 9: Group work: Developing a professional oath****4th day****Session 10: The responsible leader as a good coach – by instructor****Session 11: Student presentations***Topic 7: Cross-cultural challenges of responsible leadership*

This session 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.
- Additional information on the GLOBE project can be found here: <http://globeproject.com/>

Lunch break**Session 12: Group work: Case**