

Case Studies on Leadership and Change

Module guide 2018-2019
International Business School

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1. Module overview

This guide gives you an overview of Case Studies on Leadership and Change. More detailed information can be found on the mijnhva site. (<http://mijnhva.nl>)

1.1 Content

In this course the key issues and concepts of leadership and change will be introduced and applied to real-life business situations, both in classroom and project settings.

The leadership theme will cover different leadership theories and styles and you will also look at how companies cope with issues regarding effective leadership. In the topic change the focus will be on change for leaders, participants and culture. Different cases will be presented in which you will have to assess and judge various approaches to leadership and change management.

1.2 Learning goals

#	You can:
1.	Distinguish various leadership styles from theory and best practices.
2.	Assess the organisational context and recommend an effective leadership approach.
3.	Argue the suitability of a chosen leadership style in a specific cultural setting or diverse workplace.
4.	Recognize the dynamics of change in different contexts.
5.	Judge different approaches to managing change for a certain case.

Appendix 1 defines the relationship of the learning goals within this module with your programme's profile competences.

1.3 Coherence with other modules

The course serves as a follow up to the introductory course of Management and Human Resource Management. Leadership concepts which were introduced in the Introduction to Management module will be discussed more thoroughly and applied to best practices. A further focus will be placed on the role of leadership in organizational change. The topics of leadership and change management are also closely connected to the other disciplines in the OLC minor, for example, contemporary topics in organizational behavior, international strategy and organization. You will work closely with the Business Process Simulation module to apply the theory learned in the CLC class to the situations encountered in the BPS project.

1.4 Study materials & recommended further reading

Required study materials:



Study books					
Title	Author(s)	Publisher	Year	Edition	ISBN
Cases in Leadership	W. Glenn Rowe, Laura Guerrero	Sage	2016	4 th Edition	978-1-4833-8326-2
Managing Change (customized edition)	T. G. Cummings, C.G. Worley	Cengage	2015	10 th Edition	978-1-4737-5387-7

1.5 Questions and who to contact

Questions about the module's content and study materials can be addressed to your lecturer(s) during the lessons. The consultation hours of the individual lecturers as well as their office location can be found in the lecturers' profile on MijnHvA.nl.

2. Set-up of this module

2.1 Teaching methodology

The course takes place on a weekly basis and each class is 3 academic hours. You are required to prepare both cases and the relevant theory prior to each class. Each class consists of the mixture of lectures, group discussions and in class exercises.

2.2 Assignments

Case work/group paper – 40%

1. Weekly case work 30%

- Each week you will work on cases in class in a small group of 4-5 students. The groups will remain the same throughout the semester. You will be allocated to a group in the first week(s) of the semester.
- The work that you have completed in class will be handed in digitally (on mijn hva) one hour after the class ends. A late submission will result in -1 point.
- At the end of the semester, one case will be randomly selected to grade.
- Each student will individually fill in a peer evaluation form at the end of the semester. The grade for case work is based on the quality of the work that has been submitted as well as on the peer assessment. If a student is free-riding, contact me immediately.
- In order to be successful in this, you will need to be in class and be prepared. You will have read the reading material and studied the case before the class session.

2. Leading the class in case work 10%

- Each group will lead the class on case work once per semester.
- You will start by preparing the case and answers outside of class. This paper will be uploaded on mijnhva (the same procedure as the weekly case work is uploaded).



- Each student in the group will individually write a preparation page: a one page reflection on how they plan to approach the class session. A hard copy will be handed in on the day you are leading the class.
- After the class, you will individually reflect on how things went during class. You will write this and include a peer assessment. A hard copy will be handed in the week after you lead the class.
- This will be graded according to my observations of your leadership behavior, the two individual reflections and the peer assessment.

Full details of your assignment will be provided in class.

The assessment model(s) for the assignment(s) can be found in Appendix 2.

2.3 Exams

Individual written exam – 60%

A case-based central written exam will take place at the end of the semester. The exam will be scheduled in the central exam period. The material to be studied for the exam can be found in section 2.7. The exam will cover all topics and readings of this module. The weight of this written exam is 60% of the total grade for the course.



2.4 Assessment

The assessment methods used in this module are summarised below. The table also shows how the grade for this module will be calculated.

#	Description	Form	Learning goal(s) #	Lecture week	Weight (%)
1	Case work/group paper	Written/dec entral	1-5	all	40%
2	Individual written exam	Written/cent ral	1-5	Exam period	60%
					100%

2.5 Resit

If the average grade obtained for this module is below 5.5 you must do a resit. Which resit(s) you must do depends on which part(s) is/were insufficient. The different situations are illustrated in the table below.

Situation:	The resit will consist of the following test(s):	Your average module grade after resit will be calculated using the following weights:	The resit(s) will be scheduled in:
1 • Average grade for the whole module \geq 5.5	No resit needed	N.A.	N.A.
2 • Average grade for the whole module $<$ 5.5	Written individual central exam and group paper cannot both be resat in the same semester		

2.6 General regulations

- 1 You are required to prepare for lessons. If you come to class unprepared, the lecturer has the right to deny you access to the lesson. What is requested of you in terms of lesson preparation is stated below and/ or on the mijnhva.nl site.
- 2 You must bring a laptop to school for each class. It is your responsibility to make sure that the battery lasts throughout each lesson. If you fail to bring a laptop to class and/or if the battery does not last throughout class, this is regarded as not being prepared. A lecturer then has the right to deny you (further) access to that lesson.
- 3 The assignments will not be graded if the level of English is inadequate. If that is the case, you have to hand in your assignment again in the appointed resit period.



2.7 Lesson plan (note: subject to change)

Lecture week	Preparation	Lesson
1	<p>Ch. 1 Cases in Leadership Ch 1- pg 1-5 Case on pg 21-25 House, hearth, home (handed out in class)</p>	<p>Theory: Introduction to the course. What is leadership? split into groups Case work: in class, not to be handed in</p>
2	<p>Ch. 5, 7, 1 Cases in Leadership Ch 5- pg 120-123 Ch 7- pg 167-172 Ch 1- pg 31-32 *Prepare case- pg 193-200 Icrisat (also used in week 7)</p>	<p>Theory: Situational approach to leadership and transformational leadership Discussion topic: Followership. Case work: all groups work on case in class and hand in results.</p>
3	<p>Ch. 13 Cases in Leadership Pg 379-383, 404-406</p>	<p>Theory: Women in leadership (no case) Discussion topic: Women in leadership</p>
4	<p>Ch. 2 Managing Change Ch 2- pg 21-42 (full chapter) *Prepare case pg 151-158 Goran Capicic from LEADERSHIP BOOK (also in week 5)</p>	<p>Theory: Nature of Change Case work: group 1 leads class, presents case solutions and hands in case. All others hand in work done in class.</p>
5	<p>Ch. 8 Managing Change Ch 8- pg 179-204 (full chapter) *Review case pg 151-158 Goran Capicic from LEADERSHIP BOOK (from week 4)</p>	<p>Theory: Managing Change Case work: group 2 leads class, presents case solutions and hands in case. All others hand in work done in class.</p>
6	<p>Ch. 11,12 Cases in Leadership Ch 11- pg 301-305 Ch 12- pg 335-339 *Prepare case- pg 341-349 (up to Douglas Daft) plus charts Coca-Cola (will use in week 7)</p>	<p>Theory: Team leadership and strategic leadership Case work: group 3 leads class, presents case solutions and hands in case. All others hand in work done in class.</p>
7	<p>Managing Change Ch 18 Ch 18- pg 529-548, 552-563 *Review case Icrisat pg 193-200 from LEADERSHIP BOOK (from week 3)</p>	<p>Theory: Strategic Change Interventions (Transformational change) Case work: group 4 leads class, presents case solutions and hands in case. All others hand in work done in class.</p>
8	<p>Ch 21 Managing Change Ch 21- 659-682 *Prepare case Veja: Sneakers with a Conscience pg 212-224 plus charts</p>	<p>Theory: Organization Development for Economic, Ecological, and Social Outcomes Case work: group 5 leads class, presents case solutions and hands in case. All others hand in work done in class.</p>



Lecture week	Preparation	Lesson
9	<p>Ch. 8, 9 Cases in Leadership Ch 8- pg 207-210 Ch 9- pg 239-244 *Review case- pg 349-352 plus charts Coca-Cola (from week 6) Watch 11 minute video on Isdell: http://www.russellreynolds.com/insights/video-series/interview-with-former-coca-cola-ceo-neville-isdell</p>	<p>Theory: Servant leadership and authentic leadership Case work: group 6 leads class, presents case solutions and hands in case. All others hand in work done in class.</p>
10	<p>Ch 19 Managing Change Ch 19- 569-570, 582-602 (skip application on 583-584) *Review case Veja: Sneakers with a Conscience pg 212-224 plus charts (from week 9)</p>	<p>Theory: Strategic Change Interventions (Continuous change) Case work: group 7 leads class, presents case solutions and hands in case. All others hand in work done in class.</p>
11	<p>Ch. 14, 15 Cases in Leadership Ch 14= Pg 407-410, pg 201-206 Ch. 15= Pg 449-453, 464-471</p>	<p>Theory: Ethical leadership and Culture in Leadership (<i>no case</i>)</p>
12		Review and evaluation

Appendix 1: Relationship with your programme's profile competencies

#	You can:
1.	Distinguish various leadership styles from theory and best practices.
2.	Assess the organisational context and recommend an effective leadership approach.
3.	Argue the suitability of a chosen leadership style in a specific cultural setting or diverse workplace.
4.	Recognize the dynamics of change in different contexts.
5.	Judge different approaches to managing change for a certain case.

LG	IBMS Profile Competencies	Level
1.	II.4 Business Processes & Change Management; III.9 Int. Human Resource Management	3
2.	II.4 Business Processes & Change Management; III.9 Int. Human Resource Management, V.4 Business Research Methods	3
3.	I2. International Business Competency, V1. Leadership, III.9 Int. Human Resource Management	3
4.	II.3 Int. Strategic Vision Development, II.4 Business Processes & Change Management	3
	II.4 Business Processes & Change Management; II.4 Business Processes & Change Management, V.4 Business Research Methods	3

Appendix 2: Assessment models

Case work

CRITERIA & WEIGHT	GRADE		
	10-8: outstanding to good	7-6: reasonable to passable	5-1: fail
	Case analysis based on the theory discussed in the textbook, but also with the help of other sources. Assumptions have been made based on credible sources. Clear answers to questions have been provided, based on logical and valid argumentation.	Case analysis based on the theory discussed in the textbook. Assumptions have been made based only on the theory discussed in the textbook. Clear but brief answers to the questions have been provided.	Case analysis based on assumptions which are not based on any theory discussed in the textbook, nor any other credible source. Answers have been provided that lack a logical argumentation and that are not based on a proper analysis of the case.
English* Prerequisite	The assignment is written in clear, concise and correct Business English		
* This criteria will not be graded, but if missing or incomplete, the assignment will be rejected.			

Peer Evaluation Form for Group Work

For each person, indicate the extent to which you agree with the statement on the left, using a scale of 1-4 (1=strongly disagree; 2=disagree; 3=agree; 4=strongly agree). Total the numbers in each column.

Evaluation Criteria	Group member:	Group member:	Group member:
Attends group meetings regularly and arrives on time.			
Contributes meaningfully to group discussions.			
Completes group assignments on time.			
Prepares work in a quality manner.			
Demonstrates a cooperative and supportive attitude.			
Contributes significantly to the success of the project.			

Feedback on team dynamics:

How effectively did your group work?

Were the behaviors of any of your team members particularly valuable or detrimental to the team?
Explain.