Psychology of Leadership, Section A
Spring 2017
Mondays and Thursdays; 14.50-16.10
Room: N7-C24

Course Information and Purpose

Instructor:
S. Salman Ahmad, Ph.D.
Salman Ahmad has a PhD in Psychology and has worked as a faculty member and consultant with various educational, business and social organizations across South Asia, the Middle-East and Europe. He is now based in Denmark and has been teaching and consulting in the areas of psychology, leadership and organizational development. He is an external lecturer at Copenhagen Business School, Chief Consultant at Living Institute and a faculty member with the department of psychology at DIS.

Psychology Program Director:
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Psychology Program Assistant
Collin Shampine
Email: cas@dis.dk
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Course Description:
This course examines the very concept of leadership as well as the psychological and social processes that characterize leadership including the qualities of leaders and the situations that make some people better leaders than others. We will explore paradox and complexity in discussions of leadership and will explore the dynamics of identity and power in the unfolding of leadership. In this course you will not only learn about leadership in traditional ways, such as readings and discussion, but explore your own personal leadership style and journey, identifying areas for further growth. In addition, you will have the opportunity to interact with and experience leaders in the Danish community.

Course Objectives:
- To understand and recognize the psychological, social, and cultural forces involved with leadership
- To appreciate the complexity of the leadership role from a psychological and managerial point of view
- To examine these critical aspects in the lives and experiences of selected leaders working in the Danish context
- To develop an understanding of one’s own leadership style and abilities

Course Components

Required Textbooks (available at DIS library):

Psychology of Leadership I DIS – Study Abroad in Scandinavia I
Related Majors: Management


**Articles and Other Media on Canvas:**
- Details are given in the course plan below with specified readings for various sessions.

**Course Format:**
The course will involve lectures, workshops, discussions and field work. Students will be divided into study groups for the duration of the course and will engage in group assignments. These groups will also serve as a dialogue forum and a personal development lab. The assignments for the course are partly group and partly individual.

**Field Studies:**
- First Meeting with a Danish leader (focused on the socio-cultural context of leadership); Wednesday, February 01, 13:00-17:00
- Second Meeting with a Danish leader (focused on the psychological history behind leadership); Wednesday April 05, 8:30-12:30

**Guest Lecturers:**
1. Jorgen Thorsell, Founder, Nordic Leadership Foundation (TBC)
2. Bolette Christensen, CEO at BØRNEfonden (TBC)

**Expectations of the students:**
Students are expected to be fully prepared for each class, having done the reading and/or exercises for the session. They are expected to be prepared with questions for classroom discussion, as well as to be actively engaged in the learning process in the classroom. Students are also expected to be punctual and present in all class activities.

**Class Representatives:** Each semester DIS looks for class representatives to become official spokesperson for their class group, addressing any concerns that may arise (in academic or related matters), suggesting improvements and coming up with new ideas. Class representatives are a great way for DIS faculty to ensure better and timelier feedback on their courses, assessments and teaching styles, and as such perform an invaluable role in connecting student needs with faculty instruction during term time. Class Representatives will be elected in class at the beginning of the semester.

**Assignments and Evaluation**

<table>
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<tr>
<th>Assignment</th>
<th>Individual/Group</th>
<th>Due date</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Engagement</td>
<td>Individual</td>
<td>Ongoing</td>
<td>10%</td>
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Class Engagement (10%)
Regular attendance and active participation is expected in this class to receive an “A.” I will work hard to establish a climate where all students feel free to contribute, and in return, I expect that all students will make a serious commitment to join in the class discussion. Making one’s voice heard is a key aspect of leadership, and thus, an essential requirement for success in this course.

Two Tests (30%; 15% each)
Each test is based on a close reading of assigned texts. Tests will include objective questions (multiple choice and T/F), and short essay answers. To prepare for these tests, students should make use of the study outlines available on Canvas.

Two Team Assignments (30%; 15% each)
Students will work in one of 5-6 assigned teams for the semester examining the role of a particular leader in the community of Copenhagen. Teams are expected to meet regularly to design and execute these assignments. The team will conduct two group interviews with the designated leader (these meetings will be during the time given for the course’s field study). Teams will develop salient questions based on the course readings and formulate an analytical overview of this leader’s role in her/his particular organization. The team will then present the team’s most significant findings for discussion during class and submit the team’s complete analysis in a formal paper. There will be two presentations and two papers, once each for the two assignments, the first on the socio-cultural aspects of leadership and the second on personality and the life history behind the shaping of the leader.

Leadership Film Festival (10%)
Students will work in their team of 5-6 to select a 5-8 minutes clip(s) from a specific movie which the group believes exemplifies good leadership. Following the movie excerpt, the team will lead the class in a brief discussion on the essential attributes of leadership demonstrated in this film and its relation to course theory (12-15 minutes including film clip). Each team will also submit a brief report on their presentation before the class by 08:00 hrs on the day of the presentation by email to course instructor.

Final Paper (20%)
The course will end with an individually written paper that is to analyse one’s own leadership style and journey applying course readings and discussions. Students should delve into their personality dynamics, life history and socio-cultural influences to elaborate upon their personal style of leadership, including its strengths as well as challenges as well as the possible path that they think would be suitable for their own future development and career life.

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<thead>
<tr>
<th>Assessment Type</th>
<th>Type</th>
<th>Date</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Two Tests</td>
<td>Individual</td>
<td>February 23 &amp; April 10</td>
<td>30% (15% each)</td>
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<tr>
<td>Two Team Assignments</td>
<td>Group</td>
<td>February 17 &amp; April 21</td>
<td>30% (15% each)</td>
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<tr>
<td>Leadership Film Festival</td>
<td>Group</td>
<td>May 01</td>
<td>10%</td>
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<tr>
<td>Final Paper</td>
<td>Individual</td>
<td>May 12</td>
<td>20%</td>
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<td><strong>Total</strong></td>
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<td><strong>100%</strong></td>
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Note: More detailed guidelines and rubrics for all components of the evaluation will be available on Canvas.

To be eligible for a passing grade in this class, you must complete all of the assigned work

Disability and resource statement
Any student who has a need for accommodation based on the impact of a disability should contact the Office of Academic Support (acadsupp@dis.dk) to coordinate this. In order to receive accommodations, students should inform the instructor of approved DIS accommodations within the first two weeks of classes.

Policies

Attendance
You are expected to attend all DIS classes when scheduled. If you miss a class for any reason, please contact the faculty no later than the day of the missed class. If you miss multiple classes the Office of Academic Support and the Director of Student Affairs will be notified and they will follow-up with you to make sure that all is well. Absences will jeopardize your grade and your standing at DIS. Allowances will be made in cases of illness, but in the case of multiple absences you will need to provide a doctor’s note.

Academic Honesty: Plagiarism and Violating the Rules of an Assignment
DIS expects that students abide by the highest standards of intellectual honesty in all academic work. DIS assumes that all students do their own work and credit all work or thought taken from others. Academic dishonesty will result in a final course grade of “F” and can result in dismissal. The students’ home universities will be notified. DIS reserves the right to request that written student assignments be turned in electronic form for submission to plagiarism detection software. See the Academic Handbook for more information, or ask your instructor if you have questions.

Policy on late papers
Late papers without an acceptable and valid reason will not be accepted.

Policy for students who arrive late to class
Late coming will affect your class participation grade.

Use of laptops or phones in class
Computers and smart phones are not permitted in during regular class sessions. Occasionally you will work in groups or conduct other activities where a computer may be permitted. You will be informed when this is the case. Cell phones are to be shut off and put away in your bags during class and texting during class will have a negative impact on your participation grade. If you have to receive an urgent call, then please take permission from the instructor before the class.

COURSE SCHEDULE (Please note that minor changes and additions can occur)
| Session 1 | **Notions of Leadership**  
Personality, Behaviour and Contingency  
**Using Canavs in this course**  
**Readings:**  
Textbook 1  
| Session 2 | **Social Identity, Self-Categorisation and Leadership**  
The Socio-Cultural Context of Leadership  
**Readings:**  
Textbook 1  
| Session 3 | **Nordic Leadership**  
Guest Lecture by Jørgen Thørsell (TBC)  
**Readings:**  
Canvas  
| Session 4 | **Preparation for the First Meeting with a Danish Leader**  
During the class, we will apply the theory covered so far in creating an interview and a rubric for analyzing the interview with the Danish leader groups will meet during the first field study visit |
| Field Study | **Wednesday, February 01**  
**Time: 13.00-17.00**  
First Meeting with a Danish leader (focused on the socio-cultural context of leadership) |
| Session 5 | **Field Study Debrief and Presentation**  
Making sense of the Socio-Cultural Context of Leadership  
Universals and Differences in Leadership |
| Session 6 | Personality Type and Leadership Workshop I  
The Notion of Type  
Introversion-Extraversion; Sensing Intuiting |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Monday    | Pre-Class Assignment:  
- Take the Jung Typology Test on [http://www.humanmetrics.com/cgi-win/JTypes1.htm](http://www.humanmetrics.com/cgi-win/JTypes1.htm)  
- Come to class with your Type results  
Readings:  
Canvas  
| February 13 |  
Session 7  
Thursday  
February 16 |
| Personality Type and Leadership Workshop II  
Type Complexity  
Thinking-Feeling; Judging-Perceiving |
| Readings:  
Canvas  
| Friday, February 17 | Submit Team Assignment I by 2359 hrs by email to sah@dis.dk |
| Session 8 | Personality and Leadership Effectiveness |
| Monday    | Readings:  
Canvas  
| February 20 |  
Session 9  
Thursday  
February 23 |
| Test 1    | Readings:  
- All readings covered to date |

Groups will need to come prepared to present their interview findings in the light of theory covered so far.
| Session 10 | Charisma and Leadership  
| No Class | Psychodynamics of Leading and Following |
| Monday March 06 | **Readings:**  
|  | Textbook 2  
|  | Canvas  

| Session 11 | Authenticity & Leadership  
| The Dilemma of Authenticity  
| The Ascetic Self and Level 5 Leadership | **Readings:**  
| Thursday March 09 | Canvas  

| Session 12 | Servant Leadership  
| The Notion of Leader as Servant | **Readings:**  
| Monday March 13 | Canvas  

| Session 13 | Gender and Leadership  
| Guest Lecture by Bolette Christensen (TBC) | **Readings:**  
| Thursday March 16 |  

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**Psychology of Leadership** I DIS – Study Abroad in Scandinavia I  
Related Majors: Management
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<tr>
<th>Session 14</th>
<th>Power and Leadership</th>
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<tr>
<td>Monday</td>
<td>March 27</td>
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<tr>
<td><strong>The Use and Abuse of Power</strong></td>
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<td><strong>Readings:</strong></td>
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<td>Textbook 2</td>
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<td>Canvas</td>
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<tr>
<th>Session 15</th>
<th>Life Narrative and Leadership</th>
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<tr>
<td>Thursday</td>
<td>March 30</td>
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<tr>
<td><strong>Shaping of Leadership Style through Life Experiences</strong></td>
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<tr>
<td><strong>Readings:</strong></td>
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<td>Canvas</td>
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<tr>
<th>Session 16</th>
<th>Preparation for the Second Meeting with a Danish Leader</th>
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<tr>
<td>Monday</td>
<td>April 03</td>
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<td><strong>During the class, we will apply the theory covered since Field Study 1 in creating an interview, and a rubric for analyzing the interview, with the Danish leader groups will meet again during the second field study visit</strong></td>
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<tr>
<th>Field Study</th>
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<tr>
<td><strong>Wednesday April 05</strong></td>
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<td><strong>Time: 8:30-12:30</strong></td>
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<td><strong>Second Meeting with a Danish leader (focussed on the psychological history behind leadership)</strong></td>
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<tr>
<th>Session 17</th>
<th>Field Study Debrief and Presentation</th>
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<tr>
<td><strong>Making Sense of Life Narratives in Leadership Emergence</strong></td>
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<td>Date</td>
<td>Event Description</td>
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<tr>
<td>Session 18</td>
<td>Test 2</td>
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<td>Monday, April 10</td>
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| Session 19 | Leadership, Paradox and Complexity  
Dealing with the Paradox of Leadership Roles                                                                 | Canvas  
| Thursday, April 20 |                                                                                                 |                                                                          |
| Session 20 | Leadership and Organizational Complexity  
Managing the Complexity of Modern Organizations                                                        | Canvas  
| Monday, April 24 |                                                                                                 |                                                                          |
| Session 21 | Class Film Festival – preparation  
Each group chooses a film and prepares to show clips from the film that illustrate topics we have been working with.  
In class, we will design and follow a rubric for the above |                                                                          |
| Thursday, April 27 |                                                                                                 |                                                                          |
| Session 22 | Class Film Festival  
10 minutes presentation + 5 minutes plenary discussion per group.                                                                 | Submit a paper with facts about the filmclip and theoretical takeaways by 0800 hrs to sah@dis.dk |
<table>
<thead>
<tr>
<th>Session 23</th>
<th>Course Wrap-up</th>
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<tr>
<td>Thursday</td>
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<td>May 04</td>
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**Readings:**

Textbook 2

**Finals Week**
- May 08-11
- No Final Exam

**Friday**
- May 12
- Submit Final Paper by 2359 hrs by email to sah@dis.dk

END OF COURSE