COURSE TITLE: Leading Teams and Organisations

FACULTY BIO

Dr Margaret Ormiston is on the faculty in Organisational Behaviour at London Business School. She received her doctorate in Business Administration and Industrial Relations from University of California, Berkeley. Prior to obtaining her PhD, Margaret worked as a research analyst at the Center for Effective Organizations, at the University of Southern California and as a research analyst at a litigation consulting firm in Los Angeles. Her research examines the underlying psychological processes that influence team and organisational performance in small groups as well as top management teams. Margaret's research is published in academic outlets such as the *Academy of Management Journal, Journal of Applied Psychology,* and *Personnel Psychology.* Margaret teaches on the MBA, EMBA, MiF and executive education programs of the school.

COURSE SUMMARY

The purpose of this course is to help you understand the general principles and processes of effective leadership so that you can lead in a wide variety of situations. This course builds from the premise that leadership skills supplement the technical and diagnostic skills learned in other London Business School courses. While all managerial assignments require technical skills, it is the ability to dynamically lead through effective decision-making and capable implementation of those decisions that will differentiate you from others. Since most candidates in an organization will encounter leadership opportunities, this course is relevant for every student pursuing a managerial career. If you take full advantage of this course, you will be prepared to lead teams effectively.

Leadership has many definitions. It can involve ensuring the stability and survival of an organization, initiating change and uncertainty, or motivating others. Essentially, leadership enables a group or organization to be successful. Leadership also involves helping your team decide what success means for them.

Leadership is both art and science such that there are basic principles of leadership that can be taught (e.g. leaders must have the trust of their followers to effectively implement
decisions) but there are also some things that defy easy explanation (e.g. charismatic leadership). Do not, therefore, always expect there to be easy answers to every leadership problem we encounter in this class. We will work together in this course to understand these difficult issues.

This course is aimed at:

Students across the degree programmes (MBA, EMBA, Global EMBA, and Sloan)

COURSE FORMAT

This course is offered as: Block week format

LEARNING OUTCOMES

On successful completion of this course, you will be able to:

- Understand more about the nature of leadership;
- Increase your awareness of how successful business executives lead and what separates them from their less successful counterparts;
- Improve your analytic abilities in understanding the behaviour of individuals and groups in organizations;
- Gain experience in leadership situations, including learning how to make better decisions, to manage conflict, time pressure, and diversity, and
- Develop confidence as a leader, knowing that leadership happens everywhere in organizations (not just at the top) and that your long-term effectiveness as a manager depends on your ability to lead others

ASSESSMENT

Assessment Table:

<table>
<thead>
<tr>
<th>Assessment type</th>
<th>Weighing</th>
<th>Group/ Individual</th>
<th>Formative/ Summative</th>
<th>Requirement to pass? Y/N</th>
<th>Timing in course schedule</th>
<th>Length (time/wordcount)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class participation</td>
<td>20%</td>
<td>Individual</td>
<td></td>
<td>Y</td>
<td>During</td>
<td>In class</td>
</tr>
<tr>
<td>Leadership Analysis Report</td>
<td>35%</td>
<td>Individual</td>
<td></td>
<td>Y</td>
<td>After completion of course</td>
<td>2000 words</td>
</tr>
<tr>
<td>Final Case Analysis</td>
<td>35%</td>
<td>Group</td>
<td></td>
<td>Y</td>
<td>After completion of course</td>
<td>2000 words</td>
</tr>
<tr>
<td>Decision making Exercise Pre-work</td>
<td>5%</td>
<td>Individual</td>
<td></td>
<td>N</td>
<td>Prior to course</td>
<td>1-4 hours</td>
</tr>
<tr>
<td>Peer Evaluation</td>
<td>5%</td>
<td>Individual</td>
<td></td>
<td>N</td>
<td>After completion of course</td>
<td></td>
</tr>
</tbody>
</table>

Minimum requirements to pass this course:
1) minimum 50% in the weighted final numerical score AND
2a) minimum 50% in the aggregate of the individual components OR
2b) minimum 50% in the largest weighted individual component
Assessment Overview

Assessment and Learning Outcomes

Participation (20%). Each class will include a case or simulation and a discussion of the case/simulation as well as the dynamics of the teams. You are expected to participate in all team and class discussions. You cannot learn from this class if you do not attend. Therefore, this class has an attendance policy. Each class absence will result in a penalty of one half-letter grade for the course. If you miss more than four sessions, it will result in an automatic failure of the course. It is also critical that you come to class on time. Team activities take place at the beginning of each class. I will reassign teams at the last minute if you are late. It is not fair to your team-mates to enter a discussion late.

You are expected to contribute to class discussion. You will be evaluated on the quality (not just quantity) of your contributions and insights. Expect to talk in each class session. Low quality comments may count against your participation grade. Quality comments should:

* Offer a unique and relevant perspective,
* Contribute to moving the analysis forward,
* Build on the comments of others,
* Go beyond the "I feel" comment to include some evidence or logic, and
* Does not go off on tangents.

Leadership Analysis Report (35%). A leadership analysis report is two weeks after the course ends. Your report should be approximately 5-6 double-spaced and typed pages (up to 2000 words). This report should examine a leadership experience that you have had (e.g., in a work setting, school project, sports team). The analysis paper should not just be a blow-by-blow description of details of your leadership experience. Rather, papers should use descriptions of events to apply your own insights about your leadership experience and/or what you learned while leading the group. Analyses might address what you learned about group decision-making, managing conflict, your own leadership style, or how your group process compares to writings on group decision making assigned in this class. The criteria for evaluating the papers are the same as for evaluating participation in this class.

Peer Evaluation of Your Leadership (5%). You will also be asked to provide ratings of your teammates for the Final Case Analysis.

Decision making exercise pre-work (5%): There are two assessments you must complete before the start of the course. The first assessment is called the Decision Making for Leaders exercise. In this exercise you will be presented with 30 cases which are based on real situations, and require you to assume various leadership roles. Based on your intended actions when faced with these situations, a detailed, personalized report on your leadership style will be generated. It will take you approximately 2 hours to complete and can be done online.

The second assessment is called the Managerial Style Questionnaire. It will take approximately twenty minutes to complete and must be completed by our second session. I will email you specific instructions on how to complete both assessments.

Final Case Analysis (35%). There will be no in-class examination. A group of your choosing (with approximately 5 members) will be expected to write a paper of up to 2000-words, typed, and double-spaced that is an analysis of a leader. This will be due two
weeks after the course ends. The criteria for evaluating this paper will again be the same as for evaluating participation in the class. I will distribute instructions for the case analysis separately.

**Plagiarism Declaration**

All students completing this course should be aware that in submitting any assignment for this course, you agree to the following declaration:

"I certify that the coursework that I have submitted is entirely my own unaided work, and that I have read and complied with the School’s guidelines on plagiarism and referencing as set out in the School handbook.

I understand that the School may make use of plagiarism detection software and that my work may therefore be stored on a database which is accessible to other users of the same software."

Students should be aware that, where plagiarism is suspected, a formal investigation may be carried out under the School’s Student Disciplinary Procedure. This may result in penalties ranging from mark deduction to expulsion from the School.

**PRE-REQUISITES & RELATED COURSE**

The Organisational Behaviour Core course

**COURSE PREPARATION & READING**

Prework:

Please see under Assessments

Course work: Please see under Course Structure

Course materials will be distributed:

Electronically on portal.london.edu  
As a paper binder

**TEACHING METHODS**

Teaching/contact hours: 27.5 hours  
Suggested independent study hours:

The following teaching methods will be used on this course:

Lecture(s)  
Guest Speaker(s)  
Seminar(s)  
External Visit(s)  
Project(s)  
Other (please specify below)  
In class experiential exercises in teams that include peer feedback sessions
COURSE STRUCTURE

Topics, Cases, and Readings:

Day 1: Introduction to the Class

Morning Session 1: Introduction and teams

• Defining leadership: What is the value of leadership?
• Why teams and leadership?
• In-class exercise: Three-Hour Tour

Content Readings:


Exercise Readings:

• Behfar, K. Three-Hour Tour, Please read pages 1-4 (the remainder of the case will be handed out in class)

Optional Readings:


Afternoon Session 2: Leadership styles in various contexts

• Discuss the Managerial Style Questionnaire
• Legoman exercise

Content Readings:


Optional Readings:


Day 2: Designing High Performance Work Teams

Morning Session 3: Inspirational leadership

• Michael Eisner case
• Inspirational leadership role play

Case Readings:
• Michael Eisner at Disney (HBS Case: IES151-PDF-ENG)
• Prepare inspirational leadership role play

Content Readings:

• Pentland, A. & Berinato, S. (2010). We can measure the power of charisma, Harvard Business Review

Questions to Consider:

1. Is Eisner a better manager or leader? How do you make this distinction and why?
2. Eisner’s image as a manager has changed over time. Why did this happen? Did his leadership or managerial approach change to create this change in his image?
3. Are Eisner’s later problems inevitable given his approach that was successful early on? Why or why not?

Afternoon Session 4: Problem-solving and decision making

• Debrief Decision Making for Leaders Case Studies

Content Readings:


Day 3: Managing High Performance Work Teams

Morning Session 5: Level 5 leadership & motivation

• Case: NR Narayana Murthy at Infosys

Case Readings:

• Infosys Technologies. (HBS Case: 9-801-445)

Content Readings:


Optional Readings:


Questions to Consider:

1. Is INFOSYS better off with or without Murthy so closely associated now that the company has grown so much? Why or why not?
2. How do the executives communicate the values of the organization to employees?
3. Are there tradeoffs to Infosys’s values?
Afternoon Session 6: Leading the team process & termination

1. In-Class Exercise: Tower Building
2. Termination exercise

Optional Readings:


Day 4: Managing High Performance Work Teams

Morning Session 7: Managing change

- Case: Carly Fiorina of HP

Case Readings:

- HP at a Strategic Crossroad: 2005 (HBS Case: HKU418)

Optional Reading:


Questions to Consider:

1. What did Fiorina do well and what did she not do well when she arrived at HP?

Afternoon Session 8: Managing diversity and conflict

- In-Class Exercise: Bargna
- Guest Speaker

Content Readings:


Day 5: Achieving Great Results

Morning Session 9: Managing Innovation (and survival)

- In class exercise

Content Readings:


Optional Reading:

Afternoon Session 10: Summarize key themes (In-Class Exercise: C-Suite)

OTHER