

Leadership and Organizational Change in the Digital Era

1. Title of the course: Leadership and Organizational Change in the Digital Era
 2. Analysis Instructor: Jian Liang
 3. Course code: xxxx
 4. Teaching Language: English Targeted students: Graduate
 5. Contact Hours: 36 Self-learning Hours: 72
 6. Prerequisites: No
 7. Number of learners: Less than 55
 8. Academic Year: Spring Credits: 2
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Profile of Teaching Staff

Jian LIANG

Jian Liang is a professor at the School of Economics and Management at Tongji University. He obtained his Ph.D. from the Hong Kong University of Science and Technology. His research focuses on employee voice and proactivity, leadership effectiveness, job design, and cultural values. He had published his research on decent management journals, such as *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Management*, *Human Relations*, *Journal of Organizational Behavior*, *Journal of Occupational and Organizational Psychology*, and *Management and Organization Review* etc.

1. Course Description

With the technological development and transformation of society, leaders need to possess more comprehensive qualities and abilities to cope with complex and changing challenges and opportunities. In the digital era, the influence of leaders does not only come from power and status, but also from their trust, respect, and motivation abilities. During the course, we will discuss various new leadership paradigms against the background of change. By studying the leaders' personality traits, values, and behaviors, we can reveal the key elements and strategies for successful leadership in the era of transformation. Through the teaching method of combining theory with cases, and through students' independent discussion and explanation, participants will recognize critical issues involved in the art of leadership and fosters their critical and creative thinking.

2. Course Objectives

- Understand the role of leadership in organizational changes
- Understand the different approaches to leadership effectiveness
- Understand leadership and power
- Acquire leadership skills to navigate organizational change
- Understand leadership challenges in the digital transformation

3. Course Intended Learning Outcomes (ILO)

- ILO1. Understand the key concepts and theories in leadership, thereby realizing the leadership challenges in organizational changes
- ILO2. Enhance understanding of leadership and power, thereby improving the skills in addressing ethical challenges
- ILO3. Learn effective leadership in organizational changes, thereby improving problem-solving abilities
- ILO4. Examine leadership theories in light of the contemporary trends of organizational transformation, thereby understanding effective leadership in the digital era

4. Course Readings

- **Book:** Yukl, G. & Gardner, W. 2019. Leadership in Organizations (9th version). Pearson.
- **Customized readings** (required)

5. Course Requirements and Assessment

Each class relies on real-life case analyses. Therefore learning in this course is a highly participative activity and based heavily on class discussions. As noted below, active participation is expected and rewarded.

15% class participation

25% group project presentation

60% final paper

Class Participation. For this class to be successful we must have a HIGH DEGREE of student interaction and discussion. Therefore, your participation is a critical component of the learning process in this course. This is reflected in the relatively heavy weight assigned to it in the overall evaluation scheme. You will be evaluated on the **quality** of participation in class discussions of cases and assigned readings. Quality comments in class discussions possess one or more of the following properties:

- Offer a different and unique, but relevant, perspective;
- Contribute to moving the discussion and analysis forward;
- Build on others' comments;
- Transcend the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. The comment demonstrates some reflective thinking;
- Be specific, constructive, and respectful in your critiques when you disagree with others' comments;
- Demonstrate knowledge and integration of course materials.

Group Project and Presentation. For final project, form your own group of 4 or maximum 5 students. Each group should find a business leader from any country in Asia, understand the historical and social background of this country, describe the characteristics, behaviors, and stories of this leader who drives change, analyze the meaning of leadership and the impact of social context on leadership. During the class presentation, each group is required to submit a PPT and WORD electronic version as well as a paper copy.

Each group will make a **10 minute** presentation to the class based on its project. At the conclusion of presentations, we will have **5-minute** discussions, and groups should be prepared to answer questions. All members of your group should help prepare the presentation. Your presentation will be evaluated (on a scale of 0-100) in terms of how clearly and thoroughly you presented information and answered questions (make sure there is a smooth flow of logic from slide to slide), the usefulness of the information provided, how sound your reasoning was regarding issues related to the topic, and the feasibility and appropriateness of your argument or recommendations. Please practice your presentation beforehand, so that you are aware of any problems (e.g., timing; do not go over the time limit).

Final paper. Describe a personal experience related to leadership that you have undergone. The case should be related to one or more topics discussed in class. Each student's chosen topic must not overlap with the field of the group project. The length of the report should not exceed 10 pages, 3000 words. Grading will be based on the following criterion:

- the quality, relevance and comprehensiveness of your analysis and recommendations
- the development of the critique/discussion should show insights learned from in-class discussions and your own library research.
- from the perspective of leadership, does the paper provide meaningful and useful information (your goal should be to provide practical advice on your topic)
- structure and readability of the discussion
- accuracy of grammar and spelling

6. Academic Honesty and Plagiarism

Originality of submitted coursework is important. In any case when students' works involve quotation of a specific idea or argument from any identifiable sources, appropriate acknowledgment and referencing is required.

A student who is found to have committed an act of academic dishonesty such as plagiarism, submission of material(s) for assessment which is not the student's own work, the use of fabricated or copied data for assessment, shall receive an "F" grade for the course.

7. Course Structure

Sections	Topics	Readings
1	Understanding the importance of leadership in the era of transformation	<ul style="list-style-type: none"> • Yukl & Gardner (2019): Chapter 1, Chapter 2 • Heifetz, R., Grashow, A., & Linsky, M. (2009). Leadership in a (permanent) crisis. Harvard Business Review, 87(7/8), 62-69. • Marco Iansiti, M. & Lakhani, K. R. (2020). Competing in the age of AI. Harvard Business Review January–February, https://hbr.org/2020/01/competing-in-the-age-of-ai.
2	Interpersonal challenges within organizational transformations	<ul style="list-style-type: none"> • Yukl & Gardner (2019): Chapter 5 • Vuori, T. O. & Huy, Q. N. 2016. Distributed attention

		and shared emotions in the innovation process: How Nokia lost the smartphone battle. <i>Administrative Science Quarterly</i> , 61(1), 9–51.
3	Essential qualities of a leader: The trait perspective	<ul style="list-style-type: none"> • Yukl & Gardner (2019): Chapter 7 • Berger, J.G. & Achi, Z.G. (2020). Understanding the leader's 'identity mindtrap': Personal growth for the C-suite. <i>McKinsey Quarterly</i>. • Drucker, P. F. (2005). Managing oneself. <i>Harvard Business Review</i> January, https://hbr.org/2005/01/managing-oneself
4	Leadership style and behaviors	<ul style="list-style-type: none"> • Yukl & Gardner (2019): Chapter 9 • Goleman, D. (2000). Leadership that gets results. <i>Harvard Business Review</i>, https://hbr.org/2000/03/leadership-that-gets-results
5	Leading with trust	<ul style="list-style-type: none"> • Yukl & Gardner (2019): Chapter 10 • Frei, F., & Morriss, A. (2020). Begin with trust. <i>Harvard Business Review</i>, 98(3), 112-121. • Toegel, G., & Barsoux, J. L. (2019). It's time to tackle your team's undiscussables. <i>MIT Sloan Management Review</i>, 61(1), 37-46
6	Leadership and power	<ul style="list-style-type: none"> • Yukl & Gardner (2019): Chapter 6 • Stewart, G. L., Astrove, S. L., Reeves, C. J., Crawford, E., & Solimeo, S. (2017). Those with the most find it hardest to share: Exploring leader resistance to the implementation of team-based empower. <i>Academy of Management Journal</i>, 60, 2266–2293.
7	Cross-cultural leadership	<ul style="list-style-type: none"> • Yukl & Gardner (2019): Chapter 13 • Guest speaker from the industry
8	Leading change and innovation	<ul style="list-style-type: none"> • Yukl & Gardner (2019): Chapter 5, Chapter 8 • Edmondson, A. C., & Chamorro-Premuzic, T. (2020). Today's leaders need vulnerability, not bravado. <i>Harvard Business Review</i>. https://hbr.org/2020/10/todays-leaders-need-vulnerability-not-bravado • Jing, R., & Van de Ven, A. H. (2014). A Yin-Yang Model of Organizational Change: The Case of Chengdu Bus Group. <i>Management and Organization Review</i>, 10, 29-54.
9	Promoting gender equality in	<ul style="list-style-type: none"> • Yukl & Gardner (2019): Chapter 9

	organizational transformation	<ul style="list-style-type: none"> • Ibarra, H., Ely, R., & Kolb, D. (2013). Women rising: The unseen barriers. Harvard Business Review, 91(9), 60-66.
10	Empowering people in the digital era	<ul style="list-style-type: none"> • Yukl & Gardner (2019): Chapter 5, Chapter 11 • Melaku, T. M., Beeman, A., Smith, D. G., & Johnson, W. B. (2020). Be a better ally. Harvard Business Review, 98(6), 135-139
11	Restructuring organizations for the future	<ul style="list-style-type: none"> • Case studies • Guest speaker from the industry
12	Group project presentation	----