



**LUND**  
UNIVERSITY

School of Economics and Management

## **BUSN47, Business Administration: Leadership, 7.5 credits** *Företagsekonomi: Ledarskap, 7,5 högskolepoäng* Second Cycle / Avancerad nivå

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### **Details of approval**

The syllabus was approved by Academic Director of Studies at Department of Business Administration on 2016-09-20 and was last revised on 2023-09-15. The revised syllabus applies from 2023-09-15, spring semester 2024.

### **General Information**

The course BUSN47 is a course in Business Administration at the advanced level.

*Language of instruction:* English

*Main field of studies*

Business Administration

*Depth of study relative to the degree requirements*

A1N, Second cycle, has only first-cycle course/s as entry requirements

### **Learning outcomes**

A passing grade on the course will be awarded to students who:

#### **Knowledge and understanding**

- Have a good knowledge and understanding of different perspectives and theories of leadership as well as alternative forms of coordination in organizations and modern working life.
- Develop a critical and reflective approach to the significance of leadership in organizations. This means understanding about leadership as a relational and mutual process that characterize a certain and distinct form of coordination and influence in organizations.

#### **Competence and skills**

- Have the competence to apply – i.e. judge, qualify and reflect about – theories and models of leadership with the purpose to interpret and understand practical problems of coordination and control in empirical organizational contexts. Skill in integrating

This is a translation of the course syllabus approved in Swedish

theory and practice is thus seen as vital.

- Have knowledge about how theories and ideas about leadership are not only applied in a classical rational way as means to solve specific organizational problems but also drawn upon for symbolic and political purposes. The course also emphasizes the importance of developing the potential of leadership theories to be used as tools for identity work and the mobilization of power.

### **Judgement and approach**

- Have the ability to appropriate the knowledge development within the area of leadership in a broad sense, i.e. by following journal articles and both research oriented and more popular writings. Literature about leadership is vast and it is therefore important to be able to critically judge different texts with the help of a critical and distinctive approach to the phenomenon.

- Can work both individually and in teams with other students. The latter means being able to work in groups consisting of a variety of people with different backgrounds in order to identify and solve practical problems. This also includes being able to organize and lead comprehensive presentations and writing projects.

### **Course content**

The course concerns leadership – especially managers' efforts at exercising it – in organizational contexts. This means that leadership is set in a variety of contexts in order to facilitate for understanding how leadership both influences and is influenced by broader organizational, societal and cultural conditions. The course examines how societal, industry and organizational contexts frames and influences leadership. Elements such as strategy, structures, personnel, competence, and culture are central in order to understand leadership. For example, organizational culture in terms of ideas and norms informs how leadership should be exercised. The course also discusses the significance of the relational character of leadership as well as the importance of communication. As the course emphasize the relational character it becomes highly important to understand the followers response when targeted for leadership efforts. It is not only important what the managers does but also how followers relate to that. The course emphasizes how followers are co-creators of leadership relations. The course also examines how leadership may productively be understood as a distinct form of coordination with focus on meaning, moral and emotions. Following that the voluntary aspect of leadership relations is strongly emphasized. The course also discusses some varieties of leadership, discussed by drawing upon metaphorical thinking, such as the leader as a pedagogue, a party-host or the leader as a prophet. In addition to that the course also emphasize alternatives to leadership as means of accomplishing coordination in organizations. These alternatives - such as management or teamwork – are discussed as alternatives partly in order to facilitate for a distinctive understanding of leadership as powerful form of coordination. A central theme at the course revolves around managerial work and expectations of managers to exercise leadership. Following that the course also emphasize the more stressful aspects of managerial work and how managers work with their identity in order to secure some coherence and stability at work. A key theme is that it is important to understand how managers interpret and understand the idea about being a leaders exercising leadership.

### **Course design**

Instruction takes place primarily through lectures and seminars. Students are expected

to participate actively throughout the course by preparing for and taking part in discussions at the seminars. Grading takes place on the basis of seminar discussions, work assignment and a final paper. The literature is partly examined and graded collectively in seminars, where students report on their reading of the literature, and partly in the final paper that is graded individually. Obligatory attendance and active participation are required on all parts of the course. After each examination there will be opportunities for students to take subsequent examination resist or undertake supplementary examination tasks as appropriate.

## Assessment

The examination consists of, on the one hand, an evaluation of group report presentations at seminars and, on the other hand, an assessment of an individual assignment at the end of the course. The group report and individual assignment are weighed together in equal measure in terms of grading.

The examiner, in consultation with Disability Support Services, may deviate from the regular form of examination in order to provide a permanently disabled student with a form of examination equivalent to that of a student without a disability.

*Subcourses that are part of this course can be found in an appendix at the end of this document.*

## Grades

Marking scale: Fail, E, D, C, B, A.

**Grade** (Definition) Points or % out of maximum points. Characteristic.

**A** (Excellent) 85-100. A distinguished result that is excellent with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**B** (Very good) 75-84. A very good result with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**C** (Good) 65-74. The result is of a good standard with regard to theoretical depth, practical relevance, analytical ability and independent thought and lives up to expectations.

**D** (Satisfactory) 55-64. The result is of a satisfactory standard with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**E** (Sufficient) 50-54. The result satisfies the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought, but not more.

**F** (U) (Fail) 0-49. The result does not meet the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought.

Some occasional examination elements of the course may have the grading scale pass (D) / fail U(F).

*Plagiarism is considered to be a very serious academic offence. The University will take disciplinary actions against any kind of attempted malpractice in examinations and assessments. The penalty that may be imposed for this, and other improper practices in examinations or assessments, includes suspension from the University for a specific period of time.*

## **Entry requirements**

Students admitted to a Master Programme where this course is either a compulsory or elective part, are qualified for the course. For other students, at least 60 UCP or ECTS-cr in Business Administration is required. These must include a course in basic Business Administration (e.g. FEKA90 Business Administration: Introductory course in Business Administration).

## **Further information**

In case of closure of the course: Within three semesters after the course closure there will be offered three additional occasions for examination of respective examination part of the course, for students with no successful result. Note that after this you can get a certificate only regarding completed examination parts.

## Subcourses in BUSN47, Business Administration: Leadership

Applies from V24

- 2401 Individual examination, 4,0 hp  
Grading scale: Fail, E, D, C, B, A
- 2402 Group assignment, 3,5 hp  
Grading scale: Fail, E, D, C, B, A

Applies from H19

- 1901 Individual home examination, 4,0 hp  
Grading scale: Fail, E, D, C, B, A
- 1902 Group assignment, 3,5 hp  
Grading scale: Fail, E, D, C, B, A