E408 A AUT22
Leading Teams and Organisations

Course Summary

The purpose of this course is to help you develop skills and knowledge critical for effectively leading groups of people in organisations. Through assessment tools, exercises, cases, subject matter expertise, video footage, role plays, and other assignments, you will gain a stronger understanding of what it takes to excel in leadership positions. This course builds from the premise that leadership skills complement the technical and diagnostic skills learned in other London Business School courses. Because most candidates seek or encounter leadership responsibilities, this course is relevant for every student pursuing a managerial career.

Learning Outcomes

After successfully completing this course, you should be able to:

- Identify key features that improve leaders'
- Analyse motivational problems and employ strategies to create a motivating environment for your
- Influence others to accomplish important
- Diagnose and resolve problems and pitfalls in the way teams make important work-related
- Cultivate critical processes that enable teams to perform at high
- Provide feedback and coaching to others

Course Preparation

Before the course begins

Prior to the start of this course, you must complete a survey designed to self-assess your leadership competencies and personalise the course materials to best meet your needs. At least two (2) weeks before the start of the course, I will email you specific instructions on how to complete the pre-work. **The pre-work is due 1 week before the course begins.**

Reading List

Please see the individual sessions for the required readings and links.

Teaching Methods

The following teaching methods will be used in this course:

- Lecture(s)
- Cases

- Guest Speaker(s)
- In-Class Exercises

Suggested self-study hours: 87.5

Assessment Information and Policies

Assessment Table

Assessment type	Weightings	Group/ Individual	Release date of assessment component	Deadline/ Time & Date of exam
Course Pre-work	5%	Individual	Publishing date of course	Wednesday 14th September 2022 11:59pm BST. Submit via Qualtrics
Peer Evaluation of Contributions to Final Case Analysis	5%	Individual	Publishing date of course	Wednesday 7th December 2022 11:59pm BST. Submit via Qualtrics
Class Participation	20%	Individual	Publishing date of course	No submission required. On-going throughout course.
Leadership Analysis Report	35%	Individual	Publishing date of course	Friday 25th November 2022 11:59pm GMT. Submit via Canvas.
Final Case Analysis	35%	Group	Publishing date of course	Friday 2nd December 2022 11:59pm GMT. Submit via Canvas.
Extra Credit (2% Bonus)	-	Individual	Publishing date of course	Submit via Canvas

Requirements to Pass

In order to successfully complete a Core or Elective Course, students will be required to achieve the following minimum requirements:

i. A minimum of 50% overall; **and**

ii. A minimum of 50% across the weighted average of individual assessment component/s excluding class participation; **and**

iii. Satisfy any attendance requirements where applicable

Academic Integrity Expectations

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.

Attendance Policy

Students must attend a live teaching session, either in-person at campus or via Zoom if an exemption has been approved by the School. Students are expected to attend 80% of teaching sessions. Attendance will be monitored by:

Students attending in-person must register their attendance using the SEAtS card readers upon entry to the lecture theatre. Any misuse of the School's attendance monitoring systems will be treated extremely seriously.

Students who have an exemption to attend live sessions virtually will have their attendance monitored via Zoom.

Students who are persistently absent or late will be contacted by the School, may be required to meet with their Programme Office, and may be subject to disciplinary action. This response will normally be triggered if a student's attendance is 80% or less but may occur sooner if deemed appropriate. For students on Tier 4 visas poor attendance may lead to the student being withdrawn and their visa cancelled.

Class Participation

A core component of all London Business School programmes is the interaction and activity that takes place in the classroom. Through case discussions and collaborative learning, students are encouraged to share their expertise and learning, and challenge each other's perspectives.

Assessment of Class Participation

This course will include an assessment component for class participation. It will count towards 20% of your final grade for the course.

Students are responsible for familiarising themselves with the specific requirements for the course (as detailed below) and being prepared to participate in all sessions.

Your class-related participation grade is determined by the following criteria and can be completed both on and offline (see ample Canvas Discussion Thread opportunities below):

Attendance: You are expected to attend all sessions (either in-person at campus or via Zoom if an exemption has been approved by the School.) and participate in all team and class-related discussions. It is your responsibility to provide me with advance notice (minimum 48 hours) if you need to miss a given class session.

Punctuality: It is also critical that you come to sessions on time. Team activities generally take place at the beginning of each I will have to reassign teams at the last minute if you are late, and it is unfair to your teammates to enter an activity or discussion underway.

Comments & Questions: You will be evaluated on the quality (not just quantity) of your contributions and Consistent low quality comments/questions will count against your participation grade. Quality comments and questions have the following characteristics:

Relevance: Your comment relates to the current discussion and to the course content

Logic: Your comment's rationale relies on clear evidence and coherent arguments

Integration: Your comment advances the discussion by building on previous contributions

Originality: Your comment contributes a new perspective to the discussion

Respect: Your comment exhibits a basic regard for others' feelings, views, and

Canvas Discussion Thread Participation (5%): We will use the course's Canvas webpage to support your reflection and learning of course material. During the course, you should make at least one distinct, meaningful post on Canvas in the "LTO Participation & Knowledge Sharing" Discussion thread. A meaningful post involves writing about what you have learned from our sessions that is relevant to your work and career. Examples include writing a personal reflection on how the material relates specifically to your work experiences; posing thoughtful questions or challenges you faced that relate to course material; providing constructive comments or answers to other students' reflections or questions; or sharing articles, videos, or content that connect back to course concepts (while explaining the connection).

Late Submissions Penalty

Students are expected to submit all assessments for marking by the deadline stated in this course syllabus. However late submissions are accepted for the following assessment(s) of this course:

- Pre-Course Survey
- Leadership Analysis Report
- Final Case Analysis

When late submissions are received for the above, the following penalties will be applied:

Type	Time period	Reduction (for the assessment)
Penalty 1	Up to 48 hours late	20% of total marks available
Penalty 2	Up to 96 hours late	40% of total marks available
Penalty 3	Over 96 hours late	Fail

The applied penalty will be calculated based on the total marks available for the assessment and not based on the score achieved by the student. Assessments that are submitted more than 96 hours after the stated deadline will not be marked and students are not entitled to individual feedback.

Faculty

Dana Kanze

Assistant Professor of Organisational Behaviour

BSE (Wharton) PhD (Columbia)

Dr Dana Kanze holds a Bachelor of Science in Economics, *magna cum laude*, from The Wharton School of the University of Pennsylvania and a Doctor of Philosophy from Columbia Business School.

Her research applies behavioural insights to understand sources of labour market inequality, spanning the areas of judgement and decision making, ethics, motivation science and entrepreneurship.

Dr Kanze's work has been published in peer-reviewed journals such as the Academy of Management Journal, Organizational Behavior and Human Decision Processes, and Science Advances, as well as in practitioner outlets such as the Harvard Business Review.

Her research has been featured by BBC Radio, Bloomberg, Business Insider, Chicago Booth Review, Entrepreneur, Fast Company, Financial Times, Forbes, Fortune, Inc., MIT Sloan Management Review, Pitchbook, Scientific American, TechCrunch, The New York Times, The Wall Street Journal, and Wharton Magazine.

Accomplished as an ad hoc reviewer and keynote speaker, Dr Kanze started her career as an investment banker and strategic consultant for Citigroup and Winterberry Group, going on to co-found and run a venture-funded start-up before re-entering education.