

Winter Course Syllabus

Academic Year: 2013 / 2014

Subject:

Leadership and Strategic Knowledge

Lecturers:

Prof. Alexandra Fernandes

PhD in Management, ISCTE, Portugal

Position at ISCTE-IUL: Assistant Professor

Specialization area: Knowledge Management and Health Management

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Prof. António Vieira da Silva

Academic background: Business Administration, Universidade Católica, Portugal

Professional expertise: 24 years' experience in Executive Management, Leadership and Organizational Development; At Shell International, in London, UK, was responsible for the New Retail Businesses Strategy, and in The Hague, Netherlands, was Business Transformation Manager; Board advisory and/or executive positions at Shell Portugal and Spain, Galp and Ogilvy&Mather; Member of the Board of Trustees at Saint Dominic's International School; Currently is non-executive board member of several companies and Managing Partner of Business Setting, a group of Management Consultancy companies. He is also invited professor to the Masters in International Management of ISCTE Business School.

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Course Structure:

Course Title: Leadership and Strategic Knowledge
Department: Management
Target: Bachelor and Master

Pre-requisites: None

Objectives:

This programme focuses on how students become effective knowledge agents by addressing the importance of leadership, knowledge management and innovation.

At the end students are expected to achieve the following learning outcomes:

1. Discuss the knowledge society and economy
2. Understand the concept and the nature of organizational knowledge
3. Learn about Knowledge Management
4. Discuss the relationship between strategic knowledge management and innovation
5. Understand The case for change – Aspiration; Anticipation; Desperation
6. Differentiate Leadership Theories (Traits Theory; Great Events Theory; Situational Leadership; Transactional Leadership; Transformational Leadership)
7. The Leadership Styles (Daniel Goleman) - Leadership that gets results (how to use the different styles for effective leadership)
8. The eight-stage process of creating major change (Phillip Kotler)

Programme:

1. Knowledge in the global world
2. Nature of organizational knowledge
3. Nonaka's Model
4. Closed and open innovation
5. The case for change
6. Personal leadership
7. Process to create major change
8. Leading Change in organizations

Assessment:

- Attendance and participation – 40%
- Final test (closed book for topic 1 and open book for topic 2) – 60%

Teaching Method:

This programme will be based on very participative classes in order to infuse reality into the classroom experience and give students practice in sharing their own views.

Reading:

- Slides from classes
- Papers and articles

References:

- Blanchard, K. Zigarmi, P. and Zigarmi D. (1986) *Leadership and the One Minute Manager: Increasing Effectiveness through Situational Leadership*. New York: Marrow
- Chesbrough, H., (2003). *Open Innovation - The new imperative for creating and profiting from technology*. MA: Harvard Business School Press
- Covey, Stephen R. (1989) *The Seven Habits of Highly Effective People*. Free Press
- Davenport, T.; Prusak, L. (2000). *Working Knowledge*. Cambridge, MA: Harvard Business School Press.
- Geler, J. and Downe, S. (2007) *A Salute to Universal DISC Behavioral Model*. Persolog.

- Goleman, Daniel (2000) Leadership That Gets Results. Harvard Business Review March/April Edition pg.2-17
- Hackman, J. and Wageman R. (2005) A Theory of Team Coaching. Academy of Management Review Vol.30, n.º2, pg.269-287
- Hersey, P. (1984) The Situational Leader. Escondido, CA: Center for Leadership Studies
- Nonaka, I., and Takeuchi, H. (1995). *The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation*. Oxford: Oxford University Press.
- Tichy, Noel M. with Eli Cohen (2002) The Leadership Engine. HarperBusiness Essentials