

Syllabus for Leadership Lab

Disclaimer: This is an indicative syllabus only and may be subject to changes. The final and official syllabus will be distributed by the Instructor during the first day of class.

The School of Collective Intelligence Master's Program in Collective Intelligence

Module Title: **Leadership lab**

Module Code:

Number of hours: **50 (Lectures:18, Labs:18, Activities:12, Exam:2)**

Pre/Co-Requisites: -

Instructor: Jose Segovia-Martin

Second Instructor:

Teacher Assistant:

Module description:

In this course you will learn multiple theories of organizational behavior and everyday leadership and apply them to actual cases of organizational change. You will also explore dynamics of individual and group decision making and the challenges of managing motivation, competing interests and emerging ethical issues in an increasingly complex and changing world.

Organizations are groups whose members coordinate their behaviors in order to accomplish a shared goal. They can be found nearly everywhere in today's society: universities, start-ups, non-profits, classrooms, hospitals, government bureaus, corporations, restaurants, grocery stores, and professional associations are some of many examples of organizations.

Organizations differ in size and internal structure; they can entail a multiplicity of goals and tasks (some of which are planned and others unplanned!); their members might have different interests and their motivation may differ from those of the group; and they must interact with other organizations and deal with environmental constraints in order to be successful.

After this course you will be able to systematically identify important features of an organization and the events transforming it; choose a theoretical framework most applicable to the observed mode of organizing; and use that theory to determine which actions will best redirect the organization in desired directions.

Learning objectives	
<p>The course embodies in its content and components certain specific objectives; students who have participated fully in the course will:</p> <ol style="list-style-type: none"> 1. Be able to articulate why and how organizational and leadership skills are so critical to organizational success. 2. Apply the foundations of organizational behavioral theory to real world organizational phenomena. 3. Demonstrate an ability to describe the main theories of organizational behavior. 4. Be able to recognise the importance of including ethical aspects in group decision-making. 	
Recommended book (RB)	
<p><i>Organizational Analysis (lecture notes). Stanford University. Daniel A. McFarland and Charles J. Gomez. 2013. (freely available online).</i></p>	
Learning activities	
<ol style="list-style-type: none"> 1. Lectures 2. Practical Labs (readings and case studies) 3. Student Activities (Individual/group) 	
Assessment (adjust as applicable):	
Activities	50%
Assignments	50%

Module Schedule

Weeks	Lectures/ Lab / Activities	Concepts	References
Week 1	<p>Lecture: Introduction</p> <p>Lab: Ethical Leadership in a Changing World</p>	<p>-What is and what is not an organization?</p> <p>-Features of organizations.</p> <p>-Social structure</p>	<i>RB (Chapter 1)</i>
Week 2	<p>Lecture: Decision-making and Rational Choice Theory</p> <p>Lab: individual decision-making</p>	<p>- Rational choice theory</p> <p>- Rational agent</p> <p>- Individual decision-making</p>	<i>RB (Chapter 2)</i>
Week 3	Lecture: Bounded rationality and the free rider problem	Group decision-making.	<i>RB (Chapter 2)</i>

	<ul style="list-style-type: none"> - Lab: group decision-making 	<ul style="list-style-type: none"> - Participation - Diversity as a resource. - Free rider problem - Bounded rationality - Uncertainty 	
Week 4	<ul style="list-style-type: none"> -Lecture: Coalitions -Lab: Ethical decision-making 	<ul style="list-style-type: none"> - Coalitions -Voting systems and aggregation rules - Individual values and organizational values. -Participation. - Climate, identity 	<i>RB (Chapter 3)</i>

Week 5	<ul style="list-style-type: none"> - Lecture: Organized Anarchy - Lab: case study 	<ul style="list-style-type: none"> -Garbage can model -Examples of organised anarchy. -Managing organised anarchy 	<i>RB (Chapter 4)</i>
Week 6	<ul style="list-style-type: none"> - Lecture: Organizational culture 	<ul style="list-style-type: none"> - Iteration, learning, experience. 	<i>RB (Chapter 5)</i>
Week 7	<ul style="list-style-type: none"> - Lecture: Social networks and conventions -Lab: Social conventions models (Centola et al. , Segovia-Martin et al.) 	<ul style="list-style-type: none"> - Social networks and organizations - The emergence of social conventions - Institutional intervention 	<i>RB (Chapter 6)</i>
Week 8	<ul style="list-style-type: none"> -Lecture: Institutional theory -Lab: Experimentation with institutional influence. Publish or Persih. 	<ul style="list-style-type: none"> - Institutional influence. 	<i>RB (Chapter 7)</i>
Week 9	<ul style="list-style-type: none"> - Lecture: Population ecology 	<ul style="list-style-type: none"> - Environmental niche - Ecological change 	<i>RB (Chapter 8)</i>
Week 10	<ul style="list-style-type: none"> - Lecture: Fables -Lab: Reading economic fables (Ariel Rubinstein) 	<ul style="list-style-type: none"> - Models as fables. - Economic fables. - Prediction. 	

Week 11	- Working on assignments		
Week 12	-Exam		

