

*Title and Code of Course:* **Leadership – A Representation of Follower Values Perspective**

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Credit Point Value: <b>6</b>	Number of Lessons per Week: <b>2</b>	Type of Course: <b>Seminar</b> <input type="checkbox"/> <b>Lecture</b> <input checked="" type="checkbox"/>	Method of Evaluation: <b>Examination</b> <input checked="" type="checkbox"/> <b>In-Class Group Presentation</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/>
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**Course Description:**

Leadership as a process of influencing followers. Transformational leadership as an integrative leadership model and complex mechanism for exerting influence. Aspirations and functions of the transformational leader. Manifest, latent, and dysfunctional tendencies, and reciprocity between leaders and followers in transformational leadership. Other contemporary leadership theories. The issue of credibility in leadership. Authentic Leadership.

Leaders as representatives of followers' values. 'Values work' of the leader. Value-based leadership and its cultural-historical, technological, economic, HRM, political and ethical contextual parameters. Dimensions of leadership values, i. a. time related (change and innovation), societal environment related (CSR, CSV), employee related and inner self related. Empowering followers and raising self-consciousness as special leadership value orientations.

Interrelations between the Power/Influence and Representation of Follower Values leadership perspectives. Influence potential and values transfusion. The relationship between leadership values/authenticity and influence.

Values representation in practice. The ethical choice and motives behind, options for and constraints against value-based leadership behaviors.

**Bibliography:**

- Antonakis, John; Day, David D. (2018): The Nature of Leadership. Thousand Oaks (California), Sage Publications, 2018, ISBN: 978-1483359274
- Avolio, Bruce, J., Yammarino, Francis, J (2013): Transformational and charismatic leadership: the road ahead. Bingley (UK), Emerald, 2013
- Bachmann, Bernhard (2016): Ethical Leadership in Organizations. Concepts and Implementation. Switzerland, Springer International Publishing, 2017
- Dierendonck, Van D., Patterson, Kathleen (Ed.). (2018): Practicing Servant Leadership. Developments in Implementation. London, Palgrave Macmillan, 2018
- Kouzes, James M., Posner, Barry Z. (2017): The Leadership Challenge: How to make extraordinary things happen in organizations. 6<sup>th</sup> edition, John Wiley & Sons, New York, NY, 2017