

## Summer School Lisbon Syllabus

**Subject:**

**LEADERSHIP AND STRATEGIC KNOWLEDGE**

**Lecturers:**

**Professor Alexandra Fernandes**

PhD in Management, ISCTE, Portugal

Position at ISCTE-IUL

Assistant Professor Specialization area: Knowledge Management and Health Management

**Professor Alexandra Fernandes**

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.

**Course Structure:**

<b>Course Title:</b> LEADERSHIP AND STRATEGIC KNOWLEDGE
<b>Department:</b> Marketing, Operations and General Management
<b>Target:</b> Bachelor or Master students
<b>ECTS:</b> 6

<b>Pre-requisites:</b> None
<p><b>Objectives:</b></p> <p>This programme focuses on how students become effective knowledge agents by addressing the importance of leadership, knowledge management and innovation.</p> <p>At the end students are expected to:</p> <ol style="list-style-type: none"> <li>1. Discuss the knowledge society and economy</li> <li>2. Understand the concept and the nature of organizational knowledge</li> <li>3. Learn about Knowledge Management</li> <li>4. Discuss the relationship between strategic knowledge management and innovation</li> <li>5. Understand The case for change – Aspiration; Antecipation; Desperation</li> <li>6. Differentiate Leadership Theories (Traits Theory; Great Events Theory; Situational Leadership; Transactional Leadership; Transformational Leadership)</li> <li>7. The Leadership Styles (Daniel Goleman) - Leadership that gets results (how to use the different styles for effective leadership)</li> <li>8. The eight-stage process of creating major change (Phillip Kotler)</li> </ol>
<p><b>Programme:</b></p> <ol style="list-style-type: none"> <li>1. Knowledge in the global world</li> <li>2. Nature of organizational knowledge</li> </ol>

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. Harper Business Essentials.