

**School of Management  
Zhejiang University**

**COURSE: LEADERSHIP DEVELOPMENT (20125050)**

**Instructor:** Dr Graham Mitchelmore

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**Office Hours:** Available towards the end of each day that sessions are held.

**Teaching Assistant:** TBC

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**COURSE FORMAT AND TIME**

**Time:** 28<sup>th</sup> April 2026 to 16<sup>th</sup> June 2026  
Tuesdays Sessions 3-4 (10:00-11:35)  
Fridays Sessions 3-4 (10:00-11:35)

**Class Location:** W1-405 West Teaching Building, Zijingang Campus.

The course is structured in four main parts:

**Part I: Knowing**

- A. The Nature and Importance of Leadership
  - 1. Introduction to Leadership
  - 2. The Practice of Leadership
- B. Leadership Theory and Developments
  - 3. Traits and Behavioral Leadership Theories
  - 4. Contingency, Situational, Charismatic and Transformational Leadership Theories

**Part II: Being**

- C. Character and Self-Leadership
  - 5. Leadership Self-Assessment
  - 6. Self-Leadership
- D. Power and Influence
  - 7. Power, Authority and Influence
  - 8. Building Leadership Capital

**Part III: Doing**

- E. Organizational Leadership
  - 9. Leadership, Management and Command
  - 10. Team Leadership - Leader-Member Exchange

F. Followership and Service

11. Followership
12. Serve to Lead

**Part IV: Context**

G. Contextual Leadership

13. Leadership in Complex Situations
14. Leadership in Extreme Situations

H. Leadership and Diversity

15. Cross-Cultural Leadership
16. Contemporary Issues in Leadership

**COURSE MATERIAL**

**Textbooks:**

Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2018). *Leadership: Enhancing the lessons of experience* (7th ed.). McGraw-Hill Education.

Northouse, P. G. (2014). *Leadership: Theory and practice*. 6th Edition, China Remin University Press. ISBN : 978-7-300-18306-0

**This is the current full list of academic reference materials used in compiling this course. Students are not expected to read these references but may wish to do supplementary reading to expand on the course material on topics of interest.**

**Recommended Additional Books:**

Daft, R.L. (2016). *The leadership experience*. 7<sup>th</sup> Edition, Cengage Learning.

Day, D.V., & Antonakis, J. (2018). *The nature of leadership*. 3<sup>rd</sup> Edition, Los Angeles: Sage.

Heifetz, R. A. (1994). *Leadership without easy answers*. Cambridge, Mass. Belknap Press of Harvard University Press.

**Useful Book References:**

Avolio, B. J., & Bass, B. M. (1991). *Manual for the Full Range of Leadership*. Binghamton, N.Y. Bass, Avolio & Associates.

Bass, B. M. (2008). *Handbook of leadership: Theory, research, and managerial applications* (4th Edition). New York, NY: Free Press.

Blake, R. R., & Mouton, J. S. (1985). *The Managerial Grid III*. Houston, TX: Gulf.

Buckingham, M., & Coffman, C. (1999). *First, break all the rules: What the world's greatest managers do differently*. New York, NY.: Simon & Schuster.

Chen, C., & Lee, Y. (2008). *Leadership and management in China: Philosophies, theories, and practices*. Cambridge University Press.

Fiedler, F. E. (1967). *A theory of leadership effectiveness*. New York: McGraw-Hill.

- Gallo, F.T. (2011). *Business leadership in China: How to blend best Western practices with Chinese wisdom*. John Wiley & Sons (Asia) Pte. Ltd.
- Haslam, S. A., Reicher, S. D., & Platow, M. J. (2011). *The new psychology of leadership: Identity, influence and power*. London & New York: Psychology Press.
- Hersey, P., Blanchard, K. H. & Johnson, D. E. (2008). *Management of organizational behavior: Leading human resources* (9th ed.). Upper Saddle River, N.J.: Pearson Prentice Hall.
- Maxwell, J.C. (2018). *Developing the leader within you 2.0*. Nashville, Tennessee: HarperCollins Leadership.
- Nohria, N., & Khurana, R. (2010). *Handbook of leadership theory and practice*. Harvard Business Review Press.
- Northouse, P. G. (2021). *Leadership: Theory and practice*. 9<sup>th</sup> Edition. Los Angeles. SAGE.
- Obolensky, N. (2014). *Complex adaptive leadership: Embracing paradox and uncertainty*. 2<sup>nd</sup> Edition. Farnham, Surrey: Gower.
- Rath, T., & Conchie, B. (2008). *Strengths based leadership: Great leaders, teams, and why people follow*. New York: Gallup Press.
- Yukl, G.A. (2020) *Leadership in organizations*. 9th Edition, Pearson.

#### **Referenced Content:**

- Courtney, H., Kirkland, J., & Viguierie, P. (1997). Strategy under uncertainty. *Harvard Business Review*, 75, 67–80.
- Cropanzano, R., & Mitchell, M.S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31, 874-900.
- Epitropaki, O., Kark, R., Mainemelis, C., & Lord, R. G. (2017). Leadership and followership identity processes: A multilevel review. *Leadership Quarterly*, 28: 104-129.
- Gill, A., Lapalme, M.-È., & Séguin, M. (2014). When politics meets ethics: How political skill helps ethical leaders foster organizational citizenship behaviors. *Journal of Managerial Issues*, 26(3), 204–218
- Glynn, M. A., & DeJordy, R. (2010). Leadership through an organizational behavior lens: A look at the last half-century of research. In N. Nohria, & R. Khurana (Eds.), *Handbook of leadership and practice* (pp. 119-158). Boston, MA: Harvard Business Press.
- Goleman, D. (1998). What makes a leader. *Harvard Business Review*.
- Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78, 78-90.
- Goleman, D., & Boyatzis, R. (2008). Social intelligence and the biology of leadership. *Harvard Business Review*, 86(9), 74–136.
- Graen, G., Noval, M., & Sommerkamp, P. (1982). The Effects of Leader-Member Exchange and Job Design on Productivity and Satisfaction: Testing a Dual Attachment Model. *Organizational Behavior and Human Performance*.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: development of leader-member exchange (LMX) theory of leadership over 25 years: applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6(2): 219-247.
- Grint, K. (2008). Wicked Problems and Clumsy Solutions: The role of leadership. *Clinical Leader*, 1(II).

- Grint, K. (Hackman, J. R. (2010). What is this thing called leadership? In N. Nohria, & R. Khurana (Eds.), *Handbook of leadership theory and practice* (pp. 107-118). Boston, MA: Harvard Business Press.
- Hackman, J. R., & Wageman, R. (2007). Asking the right questions about leadership: Discussion and conclusions. *American Psychologist*.
- Heifetz, R. A., & Laurie, D. L. (1997). The work of leadership. *Harvard Business Review*, 75, 124-134.
- House, R. J. (1971). A Path Goal Theory of Leader Effectiveness. *Administrative Science Quarterly*.
- Howell, J. M., & Shamir, B. (2005). The role of followers in the charismatic leadership process: relationships and their consequences. *Academy of Management Review*, 30, 96-112.
- Katz, R. L. (1955). Skills of an effective administrator. *Harvard Business Review*.
- Kelley, R.E. (1988). In praise of followers. *Harvard Business Review*.
- Kotter, J.P. (2001). What leaders really do. *Harvard Business Review*.
- Lorsch, J. W. (2010). A contingency theory of leadership. In N. Nohria, & R. Khurana (Eds.), *Handbook of leadership theory and practice* (pp. 411-432). Boston, MA: Harvard Business Press.
- Manz, C. C., & Sims, H. P. (1991). SuperLeadership: Beyond the myth of heroic leadership. *Organizational Dynamics*.
- Meindl, J. R. (1995). The romance of leadership as a follower-centric theory: A social constructionist approach. *The Leadership Quarterly*, 6, 329-341.
- Mumford, M. D., Zaccaro, S. J., Connelly, M. S., & Marks, M. A. (2000). Leadership skills: Conclusions and future directions. *The Leadership Quarterly*.
- Nye, J. S. (2010). Power and Leadership. In N. Nohria, & R. Khurana (Eds.), *Handbook of leadership theory and practice* (pp. 411-432). Boston, MA: Harvard Business Press.
- Osborn, R. N., Hunt, J. G., & Jauch, L. R. (2002). Toward a contextual theory of leadership. *The Leadership Quarterly*, 13, 797-837.
- Peebles, M.E. (2005). Into the fray. *Harvard Business Review*, 1, 15-23.
- Pfeffer, J. (1977). The ambiguity of leadership. *Academy of Management Review*.
- Podolny, J. M., Khurana, R., & Hill-Popper, M. (2004). Revisiting the meaning of leadership. *Research in Organizational Behavior*, 26, 1-36.
- Schoemaker, P.J.H., (1995). Scenario Planning: a tool for strategic thinking. *Sloan Management Review*.
- Snowden, D. J. & Boone, M. E. (2007). A Leader's Framework for Decision Making. *Harvard Business Review*, 85(11), 68-76.
- Snowden, D.J., & Rancati, A. (2021) Managing complexity (and chaos) in times of crisis. *EU*.
- Sternberg, R.J. (2019). A Theory of Adaptive Intelligence and Its Relation to General Intelligence. *Journal of Intelligence*, 7(4), 23.
- Thomas, N. (Editor). (2004). *The John Adair Handbook of Management and Leadership*. Thorgood.
- van Knippenberg, D., & Sitkin, S. B. (2013). A critical assessment of charismatic-transformational leadership research: Back to the drawing board? *The Academy of Management Annals*.

Vroom, V. H., & Jago, A. G. (1978). On the validity of the Vroom-Yetton model. *Journal of Applied Psychology*.

Waterman, R., Peters, T., & Phillips, J. (1980). 'Structure is not organisation'. *Business Horizons*.

Wilkinson, A., & Kupers, R. (2013). Living in the Futures. *Harvard Business Review*.

### **COURSE DESCRIPTION**

This core course on Leadership Development aims to inspire students towards the successful practice of leadership throughout their careers. The course content explores leadership theories, self-awareness, leadership practices, challenges, and in-depth case studies to establish a broad understanding of the complex nature of leadership.

In participating in the course, students will learn how to apply the course material in different contexts. The course acts as a leadership development course in preparation for future roles as a valuable team member, as an emergent leader, and as an appointed manager.

### **Course Goals**

The course aims for a student to (be able to):

1. Learn the essential concepts and practices of leadership for an organizational leader.
2. Develop leadership thinking.
3. Apply theory and practice to analyse leadership situations.
4. Appreciate the implications of different leadership approaches.
5. Understand the relationship between leadership and management.
6. Understand the relationship between leader and follower.
7. Face the challenges of leadership of diverse teams.
8. Form a self-development ability for leadership.

### **Language**

The course is presented in English. The contents and objectives are fully aligned with the equivalent course in Chinese. Students should have a reasonable level of English. While not a specific goal, the course offers an excellent opportunity for interaction and practice with a native English speaking instructor who has considerable experience of working alongside colleagues with English as a second or third language.

### **COURSE GUIDELINES**

**Academic Integrity.** All work by a student or group must represent their own endeavour. When original concepts are presented, all efforts must be made to verify the originality claim, with references to inspirational sources made explicit. Other external sources that form part of a work must be correctly referenced. All attempts at plagiarism will be subject to the University policies on academic dishonesty. Please review the University policy regarding student conduct.

**Preparation.** Students should complete the preparatory reading and any set assignments for sessions in advance.

**Participation.** Students should be prepared to participate in individual and group exercises, and discussions during sessions and in assignments.

**Punctuality.** Teaching is expected to begin and end in accordance with the schedule. Any delays may cause subsequent delays.

### **ASSESSMENTS, ASSIGNMENTS AND EXAMINATION**

Description	Percentage	Notes
Attendance	10%	Actual Rate / Punctuality
Individual and Group Participation	20%	Preparation / Discussions / Tutorials
Individual Assignment	20%	Individual Case Study Report
Group Assignment	20%	Case Study Team Presentation Project
Final Assessment	30%	Essay of 1,000-1,200 words

#### **Assignments**

The individual and group assignments will involve the analysis of individual and organizational leadership case studies. The requirements will centre on the structure and material covered in the course. The group assignment is a significant project in group leadership requiring team formation, cooperation and the delivery of a well-produced video presentation.

#### **Final Assessment**

The thesis is an individual essay of 1,000-1,200 words. The scope of the essay extends beyond the core material covered in the course and allows a student to explore aspects of personal interest within a selected topic. The essay will be evaluated with equal weighting on four areas:

1. Application of elements covered in the course.
2. Further research and study elements specific to the subject matter.
3. Personal insights, analyses, interpretations and conclusions.
4. Structured, clearly articulated, well-presented and correctly referenced submission.

While every effort should be made to use correct English, the main focus of evaluation is the content. Specific details of the groupings, assignment cases, submission format and deadline will be issued in the early stages of the course.

### **DETAILED PROGRAMME**

Part I	Knowing
A. The Nature and Importance of Leadership	<a href="#">Lecture 1 - Introduction to Leadership</a> Definitions of Leadership Leadership as Purpose Great Person Theory  <a href="#">Lecture 2 - The Practice of Leadership</a> History of Leadership The Relevance of Leadership Impressions of Leadership

<p>B. Leadership Theory and Developments</p>	<p><a href="#">Lecture 3 - Traits, Skills and Behavioral Leadership Theories</a>          Traits Theories of Leadership          Skills and Competencies of Leadership          Behavioral Theories of Leadership</p> <p><a href="#">Lecture 4 - Contingency, Situational and Transformational Leadership Theories</a>          Contingency Theory          Situational Leadership Theory          Charismatic Transformational Leadership Theory</p>
<b>Part II</b>	<b>Being</b>
<p>C. Character and Self-Leadership</p>	<p><a href="#">Lecture 5 - Leadership Self-Assessment</a>          Self-Concept          Role Identity          Authenticity</p> <p><a href="#">Lecture 6 - Self-Leadership</a>          Individual Self-Leadership          Leadership Self-Development          Organizational Self-Leadership Development</p>
<p>D. Power and Influence</p>	<p><a href="#">Lecture 7 - Power, Authority and Influence</a>          Power          Authority          Influence</p> <p><a href="#">Lecture 8 - Building Leadership Capital</a>          Emotional Intelligence          Social Intelligence          Adaptive Intelligence</p>
<b>Part III</b>	<b>Doing</b>
<p>E. Organizational Leadership</p>	<p><a href="#">Lecture 9 - Leadership, Management and Command</a>          Leadership          Management          Command - Decision-making (Normative Decision Model)</p> <p><a href="#">Lecture 10 - Leading Groups</a>          Team Building          Leader-Member Exchange          Team Decision-Making</p>
<p>F. Followership and Service</p>	<p><a href="#">Lecture 11 - Followership</a>          Perspectives of Leadership and Followership          Types of Followers          Follower Upward Management</p> <p><a href="#">Lecture 12 - Serve to Lead</a>          Team Communication          Servant Leadership          Authentic Leadership</p>

<b>Part IV</b>	<b>Context</b>
G. Leadership and Context	<p data-bbox="528 210 951 239"><a href="#">Lecture 13 - Complexity Leadership</a></p> <p data-bbox="528 244 836 344">Operational Leadership Enabling Leadership Ambidextrous Leadership</p> <p data-bbox="528 389 1110 418"><a href="#">Lecture 14 - Leadership in Challenging Situations</a></p> <p data-bbox="528 423 855 524">Conflict Management Entrepreneurial Leadership Crisis Leadership</p>
H. Leadership and Diversity	<p data-bbox="528 584 986 613"><a href="#">Lecture 15 - Cross-Cultural Leadership</a></p> <p data-bbox="528 618 836 719">Macro Culture Organizational Culture Cross-Cultural Leadership</p> <p data-bbox="528 763 1098 792"><a href="#">Lecture 16 - Contemporary Issues in Leadership</a></p> <p data-bbox="528 797 920 898">Leadership and Gender Diversity Remote Leadership The Future of Leadership</p>