

## Curricular Unit:

### LEADERSHIP, NEGOTIATION, ETHICS AND SOCIAL RESPONSIBILITY (LNE&SR – 5 ECTS)

Master in L&M 4E 2024/2025 (<https://lawandmanagement.pt/program/>)

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## Introduction

This course is designed to provide students with an understanding of organisational behaviour, in general terms, and of leadership in modern competitive contexts, in specific terms. The main goal is to understand the importance of organisational behaviour and of the factors that influence leadership and its relationship with ethics and social responsibility. Two of the most important leadership competencies are developed: negotiation and conflict management.

## Goals

- OA1: To understand the relevance of organisational behaviour in current societies;
- OA2: To understand the role and contribution of leadership for team and organisation success;
- OA3: To provide the fundamental concepts of negotiation and conflict management;
- OA4: To frame leadership in modern business environments, characterised by ethical and social responsibility standards.

## Methods

Teaching methods include lectures, case discussion, exercises, teamwork, and guest lecturers. Students are also encouraged to share their work experiences in class.

## Lecturer and Guest Lecturers

**Sumita Datta** (PhD) is a professor of Organization Behavior, a behavioral scientist and an executive coach. With more than 15 years of corporate experience in HR leadership and 15 years of teaching, research & publication experience, she has expertise in curating learning innovations & leadership development processes for corporates and business schools. Currently Dr. Datta is affiliated with ISEG – University of Lisbon as invited faculty and as Professor (adjunct) in S.P. Jain Institute of Management & Research, Mumbai.

**Snehal Shah** holds a Ph.D. and M.Phil. from Carnegie Mellon University, USA, with a specialisation in Organisation Behavior and Human Resources. She is presently Professor, Organisation & Leadership Studies & Associate Dean, Academics & Research at SPJIMR (India) having 20-plus years of varied experience in Academia, Industry & Consulting in the US and in India. Her global teaching, research and consulting cover a wide spectrum of topics and her work has been published in renowned international academic journals.

**Leigh Jones-Khosla** is a PhD in Management candidate at the Lisbon School of Economics and Management, University of Lisbon. She holds a Master of Law (MJ) degree from Michigan State University. She has over 20 years of strategy, business development and operations experience in IT and higher education sectors spanning the US, Europe, and the Middle East.

## Course Contents

Class/ Date	Topic (subject to change)
1/04 Mar	Organisational Behaviour and Management - Guest
2/05 Mar	Approaches to leadership: From classic to modern views - Guest
3/06 Mar	Advanced topics in leadership: Inclusive Leadership - Guest
4/08 Mar	Advanced topics in leadership: Paradoxical Leadership
5/08 Mar	Leadership and...: Individual presentations
6/11 Mar	Interpersonal Communication and Executive presence
7/12 Mar	Strategies and tactics in negotiation and conflict management I
8/13 Mar	Strategies and tactics in negotiation and conflict management II
9/15 Mar	Business ethics, social responsibility, and beyond – Guest
9/18 Mar	Strategies and tactics in negotiation and conflict management III
10/19 Mar	Culture and further issues in LNE&SR
22 Mar	Examination and deadline for group essay return

## Assessment

- a) Participation (**20%**): participation is based on the student's attendance to classes, and on one presentation of a book chapter (from Marques & Dhiman, 2017). During the presentation, the student must show that has read and understood the chapter and must explain its content to the class. No document or PowerPoint file is needed to be sent prior to class, or after it.

Name	Chapter and title (“Leadership and...”)


- b) Group essay (30%): a 2,500-word written essay, based on the topic in the appendix. Essay to be returned by 26 March.

Groups composition	Topic

- c) Written individual exam (50%), scheduled to 24<sup>th</sup> March (10-12). The exam is a 120-minute test and is composed of two groups of questions: the first one is composed of short open-ended questions, and the second group of larger open-ended questions. Written test minimum mark is 7,5.

## References

**Main source:** Robbins, S.P. & Coulter, M. (2018). *Management* (14<sup>th</sup> Ed.). Pearson.

**Additional sources:**

- Marques, J. & Dhiman, S. (2017). *Leadership today: Practices for personal and professional performance*. Springer.
- Additional elements can include cases, papers, reports, and websites.

## APPENDIX: GROUP ESSAY

### Topic: Character Strengths

Character Strengths are positive qualities and virtues that lead to a good character. According to Positive Psychology, everyone possesses all 24 traits and attributes, though in different degrees. A related concept is Psychological Capital, very popular in the first two decades of the XXI Century. This group essay should address four questions:

- 1) Pick up any 3 of the character strengths, then define them and elaborate on the history of each strength;
- 2) How can organisations manage each of your selected character strengths?
- 3) Which are each group members' strengths? What method did you follow to identify each group members' strengths?
- 4) When one looks at the notion of Character Strengths, one may wonder about the social desirability behind the concept. Comment the following sentence: "evilness may be as important in life as love and forgiveness".

The following criteria will apply for evaluating your text:

- 1) Thorough review of theories and applications of the targeted concepts;
- 2) Critical analysis of existing literature about the theme;
- 3) Originality and novelty of your text (please also check ISEG's plagiarism policy, which can be found in the Universidade of Lisboa's Disciplinary Rules and Regulations for Students, Appendix III, Chapter II, Article 8, The Principles of Conduct: [https://www.iseg.ulisboa.pt/aquila/getFile.do?method=getFile&fileId=1040077&request\\_checksum=863730bcf4802d94674a435c49e6fb7762685549](https://www.iseg.ulisboa.pt/aquila/getFile.do?method=getFile&fileId=1040077&request_checksum=863730bcf4802d94674a435c49e6fb7762685549));
- 4) Organisation, clarity and presentation of your text, including proper referencing.