



**LUND**  
UNIVERSITY

Faculty of Social Sciences

## **KSMA53, Service Management: Leadership in Service Organisations, 15 credits**

*Service Management: Ledarskapsrollen i serviceverksamheter, 15 högskolepoäng*  
**First Cycle / Grundnivå**

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### **Details of approval**

The syllabus was approved by the board of the Department of Service Management and Service Studies on 2013-04-23 to be valid from 2013-08-01, autumn semester 2013.

### **General Information**

*Language of instruction:* English

*Main field of studies*

Service Management

*Depth of study relative to the degree requirements*

G1N, First cycle, has only upper-secondary level entry requirements

### **Learning outcomes**

On completion of the course, the student shall

- demonstrate an ability to describe and reflect on leadership according to different theoretical traditions,
- demonstrate an understanding of the impact on leadership of different strategic conditions and requirements,
- demonstrate an understanding of the actions of service organisations in response to social context and increasing demands of the media,
- demonstrate an ability to analyse the service activities from the perspective of different types of organisation and management,
- demonstrate an ability to reflect on different types on leadership practice and to propose measures and concrete solutions,
- demonstrate an ability to reflect on his or her own role as leader and identify the personal need of skills development,
- demonstrate an ability to plan and lead discussions and seminars within time limits.

## Course content

The aim is to provide the student with insights into the different dimensions, situations and problems of leadership. Further, the aim is to provide the student with a specialised understanding of the specific conditions of service organisations, such as close customer contacts and focus on service meetings, and how these conditions affect leadership. Furthermore, the student is to be familiarised with approaches and tools to develop their own roles as targeted, accountable and reflective leaders.

In the course, situations and problems from different themes are discussed and analysed. It includes the following three components:

Component 1 (3hp) contains a brief retrospective view of the development of leadership theories and leadership issues addressed previously on the programme. Focus is placed on the post modern approach of leadership in practice, and the view that leadership is developed in response to the leader - staff dynamics is problematised. The topics discussed include leadership practice in service organisations, e.g. the special conditions, different contexts, different service rationales and dualism of customer oriented bureaucracy characteristic of service providers. The overriding concern of the discussions is the demands placed on the leadership with a focus on middle management.

Component 1 is examined through an individual written examination.

Component 2 (7hp) deals with the dilemmas or problematic areas of leadership practice often encountered by managers in service organisations. The topics addressed include the terms of service work, responses to media pressures ("PR-mindedness"), external and internal efficiency, multicultural aspects, recruitment, increase and reduction of staff, processes of change and personal development.

Component 2 is examined in groups in the form of role play, case studies, reflection papers and seminars.

Component 3 (5hp) the student writes an individual leadership document comprising self-reflection on leadership. The document is to include the students' own insights, reflections and visions on their leadership roles in relation to the different topics dealt with in component 1 and 2. The aim of the personal leadership document is to increase the students' skills and abilities to reflect on their own leadership roles. The student should be able to use the document for support and development of their future leadership roles.

Component 3 is examined through presentation and discussion of a major individual reflection paper.

## Course design

The teaching take place in the form of lectures, case studies, role play, reflection assignments, seminars and supervision. Participation in guest lectures is compulsory.

## Assessment

The course is examined through individual written examination, individual reflection paper and in groups through role play, case studies, seminars and written assignments.

In connection with the course, three examination sessions are offered: one regular examination and two re-examination. For role play is offered two examination sessions within the course period, in addition be referred to coming course period. Within a year after the course, at least two more opportunities for examination are offered on the same course content. After that, the student is offered further opportunities for examination in accordance with the course syllabus valid at the time.

### *Subcourses*

1201 Theoretical Perspective on Leadership, 5,0 hp Grading scale: Fail, Pass, Pass with distinction

1202 Practical Perspective on Leadership, 5,0 hp Grading scale: Fail, Pass, Pass with distinction

1203 Individual Reflection on Leadership, 5,0 hp Grading scale: Fail, Pass, Pass with distinction

## **Grades**

Marking scale: Fail, Pass, Pass with distinction.

For the grade pass, the student must fulfil the learning outcomes stated for the course. To pass with distinction, it been particularly required that the expected learning outcomes are well met.

## **Entry requirements**

To be eligible to the course, the student must have passed at least 30 credits of the first year of studies in the main field (service management).