

Master Seminar "Leadership and Emotions: An International Perspective" (Summer Term 2026)

- Topics for Term Papers -

#	Topic	Article	What is to be examined and pursued
1	Leadership and Pride	Ain't too Proud to Beg! Effects of Leader's Use of Pride on Groups: https://doi.org/10.3390/ijerph17197146 Access: https://elicit.com/review/b62190f2-321f-4ec6-8dd6-8477e52ff6cf/source/ss-222157881	In this seminar, participants will examine different emotions and their role leadership and culture. Each participant will be assigned one specific emotion and is expected to develop a paper following the structure below: <ol style="list-style-type: none"> Description of emotion: Describe how the emotion arises and what its consequences are. The analysis should be grounded in a relevant theoretical framework, such as appraisal theory or evolutionary theory, though participants are free to apply alternative relevant theories. Emotions and country-culture differences: Analyze how the chosen emotion is connected to differences in cultures. Participants may either compare two specific countries or adopt a broader, global perspective by drawing examples from multiple countries. The discussion should explain how emotions such as pride, joy, or fear are expressed, interpreted, and regulated across cultures (e.g., individualistic vs. collectivistic cultures, or cultures with low vs. high achievement motivation), and what consequences these differences may have. Implications for employees: Discuss how leaders' emotions in different cultural contexts affect employees. What are the employee-related outcomes when leaders express or manage
2	Leadership and Shame	Shame as a leadership virtue: theoretical and practical grounds: https://journals.riseba.eu/index.php/jbm/article/view/132	
3	Leadership and Hope	Towards a Deeper Understanding of Hope and Leadership: https://journals.sagepub.com/doi/10.1177/107179190501200204	
4	Leadership and Anger	Dimensions of Leader Anger Expression Unveiled: How Anger Intensity and Gender of Leader and Observer Affect Perceptions of Leadership Effectiveness and Status Conferral: https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2020.01237/full	
5	Leadership and Gratitude	How a Grateful Leader Trait Can Cultivate Creative Employees: A Dual-Level Leadership Process Model: 20201211 JPP RR submission.pdf	

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6	Leadership and Fear	The Fear of Leadership: Critical Review: https://digitalcommons.aaru.edu.jo/cgi/viewcontent.cgi?article=1990&context=isl	these emotions across cultures. For example, what happens with employees when leader express or refrain from expressing their gratitude?
7	Leadership and Joy	A Scoping and Theoretical Review of Joy in Leadership in the Nonprofit Sector: https://jpna.org/index.php/jpna/article/view/918	<p>4. Leadership and emotion management across cultures: Explain how leaders should manage the selected emotion (e.g., pride) in different country cultures. Should it be encouraged that leaders express this emotion to promote positive employee behavior, or that leaders suppress this emotion to avoid negative outcomes? Participants should provide practical recommendations for workplace situations in which leaders can intentionally use or suppress this emotion and explain how these strategies may vary across cultures.</p> <p>5. Application using ChatGPT: Validate your arguments through a use case involving ChatGPT. This means that you choose one of the identified workplace situation, illustrate it with a (fictitious) use case (i.e., a concrete scenario). Describe how a leader would act according to your proposed model. Pass this scenario to ChatGPT and ask it to give advice how the leader should react in different country-culture settings.</p> <p>6. Reflection and discussion: Critically reflect on the ChatGPT-generated outcomes. Discuss whether the recommended strategies are effective and culturally appropriate, and evaluate their strengths and limitations.</p>
8	Leadership and Frustration	The Satisfaction and Frustration of Basic Psychological Needs in Engaging Leadership: https://onlinelibrary.wiley.com/doi/10.1002/jls.21695	Steps 1 to 3 should be 50% of the paper, steps 4 to 6 should be another 50%.