**Required Resources**

**Articles**

•       Agho, A. O. (2009). Perspectives of senior-level executives on effective followership and leadership. *Journal of Leadership & Organizational Studies, 16*(2), 159-166. Retrieved from the SAGE Premier database.

This article looks at perceptions that a sample group of senior-level executives have on distinguishing characteristics of effective leaders.

•       Conger, J. A., & Lawler, E. E. (2009). Sharing leadership on corporate boards: A critical requirement for teamwork at the top. *Organizational Dynamics, 38*(3), 183-191. Retrieved from the ScienceDirect database.

This article explores the various steps boards can take to improve their effectiveness as an overall operating team.

•       Kotter, J. P. (2001). What leaders really do. *Harvard Business Review, 79*(11), 85-96. Retrieved from the Business Source Complete database.

In this article, Kotter differentiates between leadership and management while explaining why these two roles are complementary.

•       Lam, W., Huang, X., & Snape, E. (2007). Feedback-seeking behavior and leader-member exchange: Do supervisor-attributed motives matter? *Academy of Management Journal, 50*(2), 348-363. Retrieved from the Business Source Complete database.

In this article, Lam, Huang, and Snape look at how subordinates seeking feedback from their supervisors may impact the working relationship.

•       Martinko, M. J., Harvey, P., & Douglas, S. C. (2007). The role, function, and contribution of attribution theory to leadership: A review. *Leadership Quarterly, 18*(6), 561-585. Retrieved from the ScienceDirect database.

This article reviews literature that highlights the role of attributions in leadership and how this can add to the way we appreciate the dynamics of leadership.

•       Mumford, M. D., Friedrich, T. L., Caughron, J. J., & Byrne, C. L. (2007). Leader cognition in real-world settings: How do leaders think about crises? *Leadership Quarterly, 18*(6), 515-543. Retrieved from the ScienceDirect database.

This article explores approaches used to understand leader cognition.

•       Scandura, T. A., & Pellegrini, E. K. (2008). Trust and leader-member exchange: A closer look at relational vulnerability. *Journal of Leadership & Organizational Studies, 15*(2), 101-110. Retrieved from the SAGE Premier 2010 database.

This article examines trust and the impact this has on leader-member exchange relationships.

•       Schriesheim, C., & Kerr, S. (1974). Psychometric properties of the Ohio State leadership scales. *Psychological Bulletin, 81*(11), 756-765. Retrieved from the PsycARTICLES database.

This article examines the results of the Ohio State leadership scales for validity and adequacy.

•       Tangirala, S., Green, S. G., & Ramanujam, R. (2007). In the shadow of the boss's boss: Effects of supervisors' upward exchange relationships on employees. *Journal of Applied Psychology, 92*(2), 309-320. Retrieved from the Business Source Complete database.

In this article, Tangirala, Green, and Ramanujam explain why they believe that the relationship supervisors have with their boss has an impact on the relationship they may have with their subordinates.

•       Wilson, K. S., Sin, H., & Conlon, D. E. (2010). What about the leader in leader-member exchange? The impact of resource exchanges and substitutability on the leader. *Academy of Management Review, 35*(5), 358-372. Retrieved from the Business Source Complete database.

This article focuses specifically on the leader in regard to LMX research.

•       Wu, J. B., Tsui, A. S., & Kinicki, A. J. (2010). Consequences of differentiated leadership in groups. *Academy of Management Journal, 53*(1), 90-106. Retrieved from the Business Source Complete database.

This article looks at how differential treatment of individuals within a group by a leader could impact the overall effectiveness of the group