

<b>Course No.:</b> DLMBLSE01	<b>Course Title:</b> Leadership	<b>Hours Total:</b> 150 h  <b>Credit Points:</b> 5 ECTS
<b>Course Type:</b> Pflicht <b>Course Availability:</b> WS, SS <b>Course Duration:</b> 1 Semester		<b>Admission Requirements:</b> Please see module description.
<b>Course Coordinator / Instructor:</b> See current list of tutors in the Learning Management System		<b>References to Other Modules:</b> Please see module description
<p><b>Course Description:</b></p> <p>In today's knowledge-based society, employees are a firm's most valuable resource. A key responsibility of leadership is to develop the knowledge, expertise, and skills of employees. Good leadership is crucial for the continued success of a firm in the face of increasingly competitive markets.</p> <p>This course presents the necessary competencies of the leader in a modern, knowledge-based organization. Central questions raised by modern leadership theory are presented and discussed. In doing so, the course focuses on requirements and instruments of professional leadership, aspects of situational leadership, and leadership communication and interactions, both in the context of strategic management and change processes.</p> <p>The methodological and conceptual foundations of leadership are presented to students, along with empirical examples and best-practice principles, with the intent for students to master the challenges of enhancing the firm's most valuable asset—its employees—via professional and contemporary leadership practices.</p> <p><b>Course Objectives and Outcome:</b></p> <p>On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• Recognize underlying beliefs and attitudes towards leadership and compare the influence of various theories of leadership on the identification and development of leaders.</li> <li>• Outline the influence of social roles on leaders and employees, and assess the influence of roles types on the interactions between leaders and those they are leading.</li> <li>• As a leader, support employees by drawing on empirical evidence to effectively meet the expectations of employees.</li> <li>• Recognize the roles and conflicting interests inherent to leadership positions and develop strategies to address locomotion and cohesion.</li> <li>• Discriminate between effective and non-effective methods for managing staff and organizational activities, and apply those techniques and tools in practice to maximize the satisfaction and effectiveness of staff.</li> <li>• Perform the various responsibilities delegated to a leader such as communicate with employees, lead planning activities, delegate tasks, and plan and lead controlling activities.</li> <li>• Create a plan to support employees through the process of change within an organization.</li> <li>• Assess personal leadership style using a variety of measures and evaluate leadership activities relative to transactional and transformational leadership styles.</li> </ul>		

## **Teaching Methods:**

A variety of learning materials are offered to students: depending on the course, these include printed and online course books, vodcasts, podcasts, online tutorials, case studies, and online knowledge tests. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

## **Course Content:**

### **1 An Overview of Leadership**

- 1.1 Leadership and Personality: Trait Theories
- 1.2 Leadership as a Skill: Attribute and Behavior Theories
- 1.3 Positive Reinforcement: Behavioral Theories
- 1.4 Leadership Dependent on the Situation: Situational Approaches
- 1.5 Situational and Contingency Theories
- 1.6 Theory of Functional Leadership Behavior
- 1.7 Integrated Psychological Theory
- 1.8 Transactional and Transformative Leadership
- 1.9 Leadership as an Emotionally Charged Process
- 1.10 Neo-Emergent Theory

### **2 Leadership as a Social Role**

- 2.1 Roles and Groups
- 2.2 Role Types
- 2.3 Formal Conditions for Social Roles – Corporate Context Determining Roles in Organizations
- 2.4 The Individual and The Group – Conforming and Deviating Behavior
- 2.5 The Problems of Formalized Role Understanding and Self-Concept

### **3 Leadership from the Employee's Perspective**

- 3.1 General Expectations for Managers
- 3.2 Truthfulness and Authenticity
- 3.3 Handling Conflicts Competently
- 3.4 Conflicts in Groups
- 3.5 Conflict Resolution Pattern According to Matzat
- 3.6 Enthusiasm
- 3.7 Ability to Cope with Pressure
- 3.8 Assertiveness
- 3.9 Empathy
- 3.10 Expertise

### **4 Leadership from the Manager's Perspective**

- 4.1 Self-Concept as a Manager
- 4.2 Locomotion and Cohesion
- 4.3 Individual Problems and Learning Dimensions of Management Behavior
- 4.4 The Concept of Human Nature and Its Influence on Management Behavior:

Theories from Maslow, McGregor, and Herzberg

4.5 Ambiguity Tolerance

## **5 Management Tools**

5.1 Management Tools – Definition

5.2 Organizational Management Tools

5.3 Personnel Management Tools

## **6 Management Functions**

6.1 Responsibilities of a Manager

6.2 Communication

6.3 Foundations of Interpersonal Communication

6.4 Planning

6.5 Setting Objectives

6.6 Delegating

6.7 Controlling

6.8 Creating a Feedback Culture

## **7 Organizational Change**

7.1 Knowledge

7.2 Cultural Value Change and Subjectification

7.3 Globalization

7.4 Technological Processes

7.5 Change Management – Leadership in Times of Change

## **8 Successful Employee Management**

8.1 Measuring Leadership Style and Leadership Behavior

8.2 Measuring Transactional and Transformational Leadership with the Multifactor Leadership Questionnaire (MLQ)

8.3 Correlation of Leadership Behavior with Subjective and Objective Success Criteria

8.4 Validation of Leadership Success Using Situational Factors

8.5 Leadership Principles Guiding Leadership Behavior

**Literature:**

- Bloisi, W. C., Cook, C., & Hunsaker, C. W. (2006). Management and organisational behaviour. McGraw-Hill Education.
- Burnes, B. (2009). Managing change (5th ed.). Harlow: Prentice Hall.
- Coleman, P. T., Deutsch, M., & Marcus, E. C. (2014). The handbook of conflict resolution (3rd ed.). San Francisco: Jossey-Bass.
- Conger, J. A., & Riggio, R. E. (2006). The practice of leadership: Developing the next generation of leaders. Hoboken, NJ: John Wiley.
- Hannum, K., Martineau, J. W., & Reinelt, C. (Eds.). (2006). The handbook of leadership development evaluation. San Francisco: Jossey-Bass.
- Harvard Business Essentials. (2007). Managers toolkits: The 13 skills managers need to succeed. Boston: Harvard Business School Press.
- Kotter, J. (2002). The heart of change. Boston: Harvard Business School Press.
- Peters, T. (2005). Leadership: Tom Peter's essentials. New York, NY: DK Publishing.
- Thompson, L. (2013). Making the team (5th ed.). Harlow: Pearson.
- Ury, B., Brett, J. M., & Goldberg, S. B. (1993). Getting disputes resolved: Designing systems to cut the costs of conflict. San Francisco: Jossey-Bass.

**Prerequisites to Qualify for Assessment:**

- Depending on the course: Completion of online knowledge tests (approx. 15 minutes per unit, pass / not pass)
- Course evaluation

**Assessment:**

Exam, 90 min.

**Student Workload (in hours): 150**

Self-study: 90  
Self-testing: 30  
Tutorials: 30

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