

<b>Module Title:</b>	<b>Management (English)</b>	
<b>Module No.:</b> DLMMANE	<b>Semester / Term:</b> --	<b>Duration:</b> 1 Semester
<b>Module Type(s):</b> Pflicht	<b>Regularly offered in:</b> WS, SS	
<b>Workload:</b> 300 h	<b>Credit Points:</b> 10	
<b>Admission Requirements:</b> English Language proficiency	<b>Language of Instruction:</b> Englisch	
<b>Contributing Courses to Module:</b> <ul style="list-style-type: none"> <li>• Strategic Management (DLMBSME01)</li> <li>• Leadership (DLMBLSE01)</li> </ul>	<b>Workload:</b> Self-study: 180 h Self-examination: 60 h Tutorials: 60 h	
<b>Course Coordinator(s) / Tutor(s):</b> Please see the current list of tutors in the Learning Management System.	<b>Module Director:</b>	
<b>References to Other Programs:</b> <ul style="list-style-type: none"> <li>• Master Leadership &amp; Management, MLM-60</li> <li>• Master General Management, GM-120</li> <li>• Master of Business Administration, MBA-60/90</li> </ul>	<b>References to Other Modules in the Program:</b> <ul style="list-style-type: none"> <li>• Wirtschaft und Gesellschaft I + II</li> <li>• Marketing-Strategie</li> <li>• Marketing-Seminar</li> <li>• Wahlpflichtmodule I + II</li> </ul>	

## **Qualification and Educational Objectives of the Module:**

### **Strategic Management**

Based on specifically selected topics, this course is designed to equip students with the knowledge and skills to be able to face the challenges of operational and strategic management. Students will acquire the competencies to formulate long-term strategy for organizations operating in both national and international environments. This will be accomplished by familiarizing the students with strategic management tools and the strategic planning process, with a particular focus on implementation and control. Through exercises and case studies, students will take an active role in the strategic planning process and the management of organizations. Applying the concepts and methods of modern management will help students understand and solve the multifaceted problems organizations are faced with in today's complex environment.

### **Leadership**

Effective leadership is critical to the success of any business venture. Research specific to this field of management has revealed many insights that the modern leader can absorb in order to effectively manage responsibilities specific to the organization and its employees. In this module, students will learn about the tasks and responsibilities of modern human resource management, together with research-based insights into the effectiveness of different leadership styles and techniques. They will also become familiar with the foundations of successful strategy implementation when introducing change and managing conflict by focusing on the "human factor" in the organization. By exploring relevant empirical data and theoretical insights, students will finish this course with a robust theoretical grounding in leadership science and, importantly, practical skills for enhancing their effectiveness as leaders. They will be able to recognize underlying beliefs and attitudes towards leadership and compare the influence of various theories on the identification and development of leaders. They will learn to outline the influence of social roles on leaders and employees, and assess the influence of roles on the interactions between leaders and those they are leading. As a potential leader, students will learn how to support employees, drawing on empirical evidence to most effectively meet their expectations. They will learn how to balance the various roles and conflicting interests inherent to leadership role, and discriminate between effective and non-effective methods for managing staff and organizational activities, and apply those techniques and tools in practice to maximizing the satisfaction and effectiveness of staff. Upon completion of the course, student will have developed skills in the various areas of responsibility delegated to a leader such as communication, planning, delegation, controlling, and change management. They will be able to assess their own leadership style using a variety of measure and evaluate their management activities relative to transactional and transformational leadership styles.

## **Course Content of the Module:**

### **Strategic Management**

- Foundations and concepts of strategic management
- Strategic planning process
- International challenges of strategic management

### **Leadership**

- Foundations of professional leadership
- Leadership and motivation in the corporation
- Leadership and corporate culture
- Leadership and change management

## **Teaching Methods:**

See the contributing course outline(s)

<b>Literature:</b>	See the contributing course outline(s)	
<b>Percentage of the Module Grade Relative to the Final Grade for the Program:</b>	<b>Prerequisites to Qualify for Assessment:</b>	<b>Assessment:</b>
--	See course outline(s)	Exam, 180 minutes (100%)

<b>Course No.:</b> DLMBSME01	<b>Course Title:</b> Strategic Management	<b>Hours Total:</b> 150 h  <b>Credit Points:</b> 5 ECTS
<b>Course Type:</b> Pflicht <b>Course Availability:</b> <b>Course Duration:</b> 1 Semester		<b>Admission Requirements:</b> 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>Various methods of strategic market analysis are presented in this course so as to allow students to evaluate risks and opportunities in markets and understand strengths and weaknesses of organizations that face specific market situations. Supported by new developments in the field of market research, the process for identifying and analyzing core competencies and competitive advantages in national and international environments is discussed at length. Students are supported to plan strategic alternatives and to implement and control these by taking on fictitious roles within the organization. Exercises and case studies help students to identify with the role of management and participate in the strategic planning process as well as in operational management. This helps students understand the problems companies regularly face and comprehend how methods of modern management can be used in order to solve these.</p> <p><b>Course Objectives and Outcome:</b></p> <p>The students will learn to implement strategic concepts on various levels within the organization and thus understand the strategic management process. The students will become familiar with the philosophy and the language of strategic planning and market analysis. Case studies and exercises will complement this understanding by offering a practical approach to strategic management. After successfully finishing the course, students will be able to solve complex strategic problems and situations by engaging in a structured, logical, and focused process.</p> <p><b>Teaching Methods:</b></p> <p>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.</p> <p><b>Course Content:</b></p> <p><b>1 What is Strategy?</b></p> <p>1.1 What is a Corporate Strategy?</p> <p>1.2 What Has to be Taken into Consideration when Making Strategic Decisions?</p> <p>1.3 Who Takes Part in Developing a Strategy?</p> <p>1.4 What is Included in a Solid Strategic Plan?</p> <p><b>2 The Strategic Environment</b></p> <p>2.1 Who Are We in the Market Place? The Macro Environment</p>		

2.2 Where Are We in the Market Place? The Micro Environment

2.3 Analysis, Strategic Capabilities, and the Five Forces Model

### **3 The Position in the Market**

3.1 Why Do We Exist?

3.2 What is Our Position in the Market?

3.3 What Information Does the Company Need?

3.4 What Capabilities Does the Organization Have?

3.5 What Capabilities Do Others Have?

### **4 What Strategic Options Are Available to the Strategic Business Unit (SBU)?**

4.1 What Strategic Options Does the SBU Have?

4.2 Interactive Strategies

4.3 Product Life Cycle

### **5 What Strategic Options Are Available to the Corporation?**

5.1 Areas to Consider When Formulating a Strategy

5.2 Strategic Options

5.3 Outsourcing

5.4 Product Portfolio Analysis Using the BCG Matrix (BCG)

5.5 Product Portfolio Analysis Using the GE-McKinsey Matrix

### **6 What International Strategies Are Available?**

6.1 Why Do Companies Go International?

6.2 What Factors Contribute to the Decision About Which Country to Invest In?

6.3 How Can a Company Invest Internationally?

### **7 Do-It-Yourself, Buy, or Ally?**

7.1 Do-It-Yourself

7.2 Mergers and Acquisitions (M&As)

7.3 Strategic Alliances

7.4 How to Decide Whether to Buy, Ally, or Do-It-Yourself?

### **8 How to Evaluate Strategies?**

8.1 How to Evaluate Strategy?

8.2 Implementing Strategy

**Literature:**

- Harvard Business School Essentials. (2006). The essentials of strategy. Boston: Harvard Business School Press.
- Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2012). Marketing management (2nd ed.). London: Pearson Education.
- Johnson, G., Scholes, K., & Whittington, R. (2008). Exploring corporate strategy (8th ed.). Harlow: Prentice Hall.
- Mooradian, T. A., Matzler, K., & Ring, L. J. (2012). Strategic marketing. Harlow: Pearson Education.
- Porter, M. (1998). Competitive advantage: Creating and sustaining superior performance. New York, NY: The Free Press.
- Porter, M. (1998). Competitive strategy: Techniques for analyzing industries and competitors. New York, NY: The Free Press.
- Porter, M. (2008). On competition. Boston, MA: Harvard Business Review Press.
- Wheelen, T. L., & Hunger, D. (2012). Strategic management and business policy: Towards global sustainability (International Edition). Harlow: Pearson.
- Winer, R. S., & Dhar, R. (2011). Marketing management (4th ed.). Harlow: Pearson Education.

**Examinations:**

Exam, 90 min.

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

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

<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> <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.

**Examinations:**

Exam, 90 min.

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

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

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