

Prof. Dr. Anja Schmitz  
Studiengang HRM (M.Sc.)



## Syllabus

for the course „Leadership: Theories and Models“ (HRM 6111)  
part of module 1: „Foundations of Contemporary Management “

### Lecturer Winter Semester 2018/2019:

Prof. Dr. C. Allen Gorman, East Tennessee State University, USA

### Format:

Compressed format: Thursday Feb 14 through Saturday Feb, 16, 2019 + exam Friday Feb 22, 2019;  
room & time details [here](#)

Please read this syllabus carefully, and feel free to contact me if there are any questions left.

**Course: HRM 6111**, 2 SWS, 3 Credits (= 90 hours workload in total), English, Level: advanced. This seminar is part of module 1 „ Foundations of Contemporary Management “.

### Course description

Leadership is a concept we are experience every day, either in the role of a team member or in the role of a formal or informal leader. You might have experienced informal leaders in study groups you belong to, you might have been confronted with excellent or “to-be-improved” formal leadership in organizational settings. In any case: how we act in these roles has a significant impact on our lives, careers, working relationships and the organizations we work in. Gaining knowledge about the different theoretical concepts and perspectives on leadership will support you in creating a positive impact in these roles and enable you to discuss new trends and approaches to leadership in the workplace.

In this course, you will learn about different concepts and theories of leadership based on scientific literature. We will discuss these theories based on your own experiences and critically appraise the different approaches.

### Contents

The course covers different classic and contemporary leadership theories and models:

- Introduction: leadership and its organizational context
- Classic approaches to and theories of leadership: Trait, Behavior, Style, Contingency/Situational, ...
- Leading in times of change: Transformational Leadership, Diversity, Health,..
- Leading in a new business reality: Empowering leadership, Shared leadership, ...

### Learning objectives

Upon completion of this course, students will be able to

- describe, analyze, synthesize various leadership theories covered and discussed in class
- evaluate leadership theories against their organizational context
- transfer and apply these theoretical perspectives to current organizational challenges
- critically reflect on the knowledge gained by integrating the different perspectives into their own leadership philosophy statement.

**Course contributions to programs' common learning goals**

<b>Program Goal</b>	To be defined
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**Teaching and Learning Approach**

This course will be taught in a blocked format (3 days, see LSF).

It combines lecture-based input with student activities.

The acquired theoretical knowledge will be applied to the business context through the process of reflection and group discussion and lecturer input. All students are therefore expected to actively participate in the class discussions and reflect on the different perspectives in order to develop their own leadership philosophy.

**Prerequisites**

- English language skills:
  - This course will be taught in English and you are expected to read, write and discuss in English.
  - Please be aware that you are not required to speak „perfect“ English and we will not worry about any grammar or vocabulary mistakes! It is perfect practice for your future work life in international organizations!

**Grading**

- Final examination (60 min) (100% of course grade)

## **Literature**

Textbooks:

- Northouse, P. G. (2016). Leadership: Theory and Practice (7th ed.). Los Angeles: Sage Publications.
- Yukl, G. A. (2013). Leadership in organizations (8. ed., global ed.). Boston, Munich [u.a]: Pearson.
- Nahavandi, A. (2015). The art and science of leadership (Seventh Edition, Global Edition). Harlow, Essex, England: Pearson Education Limited.

Additional texts will be assigned during class, they will mainly comprise scientific papers.

## **Lecturer**

Prof. Dr. C. Allen Gorman, PhD | Associate Professor and Chair Department of Management and Marketing College of Business and Technology East Tennessee State University

For further questions:

Prof. Dr. Anja Schmitz, Raum W3.1.01, office hours as indicated in LSF or send me an email for an appointment E-Mail: [anja.schmitz@hs-pforzheim.de](mailto:anja.schmitz@hs-pforzheim.de)

If you have any suggestions for improving the course or if you have any concerns, please feel free to contact me.

For further information about me, please check the website: [www.hs-pforzheim.de](http://www.hs-pforzheim.de)