



Leadership: Theories and Models (HRM 6111) Syllabus – Winter Semester 2019/20

1. GENERAL COURSE DETAILS

Title:	Leadership: Theories and Models (HRM 6111)
Language:	English
ECTS-Credits:	3
Level:	advanced
Participants:	MHRM1/ MLICS1/ MCM1/ IMEP1/ MCCM1
Start of Course:	October, 10 th
Time and Place:	Wednesday, 3.30-5.00 p.m.; 5.15-6.45 room W1.2.01T
SWS:	2 (30 contact hours)
Workload:	60 hours. The course consists of 1 session of 3 hours per week (blocked scheduling) and awards 3 credits for successful completion of the course. It is therefore expected that at least approximately 22,5 hours are used by the student to prepare themselves for the next session and to review past sessions
Requirements:	Participants should have completed all the foundation courses in management. In addition, a high proficiency in English is required (B2), this is not a language course. This seminar is part of module 1 „ <i>Foundations of Contemporary Management</i> “.

2. DESCRIPTION OF COURSE:

The purpose of the course is to provide students with an overview of the field of People Management and Development; in short: Leadership.

Therefore, the course starts with definitions and a look back into the evolution of leadership concepts and practical approaches in business practice from a historical perspective in order to understand linkages of people management and development between various disciplines apart from business.

The core objective of the course is to help participants understand themselves and others in order to grow their personality and skills towards whom they could become to be.

In addition, participants should be prepared to improve their interpersonal effectiveness in teamwork at university or later in a future job environment. Accordingly, we will not only discuss theoretical models and concepts, but bring them into business practice via group exercises, self-tests and case-study discussions, which shall be prepared in group assignments during the time of self-study.

3. LEARNING OBJECTIVES

The following illustrates how the course in Leadership supports the Learning Objectives of General Management

Goal	Course Contributions to Goal	Assessment
1 Responsible leadership in organizational contexts	Understanding psychological set-up on personal as well as group level in order to accept and use diversity in character, socialization and skills to grow interpersonal collaboration and effectiveness.	Discussions within class, Self-tests, Group exercises, Case Studies.
2 Creative problem solving skills in a complex business environment	Developing solutions to future perspectives and evaluating the “most appropriate” solution in order to deliver sound strategic concepts, considering basic motives and behavior of oneself and others	Discussions within class, Self-tests, Group exercises, Case Studies.

3	Research Skills	Exploring communication techniques in order to unveil needs of others. Doing so, creating a positive team-atmosphere and culture of trust.	Discussions within class, Self-tests, Group exercises, Case Studies.
4	Management of Innovation	Discussing historic examples of leadership as well as theories of motivation and behavior in order to learn from them.	Discussions within class, Group exercises, Case Studies.
5	Management of the challenges of global sustainability and awareness for social and corporate responsibilities	Addressing selected questions/problems relating to company/business ethics, e.g. company goals, social responsibility et cetera, linked to the field of leadership across cultures and borders.	Discussions within class, Self-tests, Group exercises, Case Studies.

4. COURSE CONTENT and CLASS SCHEDULE

PART I – Leadership Variables

- I.1 Introduction - The Importance of Leadership Then and Now
- I.2 Leadership Behavior Theory
- I.3 Leadership Qualities – A first outline (incl. Vision)
- I.4 Characteristics of Followers
- I.5 Situational Factors

PART II – Leadership Concepts and Principles

- II.1 Historic Examples
- II.2 Leadership Ethics and Values for today's Business
- II.3 Intrinsic Leadership: Vision, Drive and Discipline
- II.4 Extrinsic Leadership: Authority and Empowerment of People
- II.5 Effective Leadership and Human Relations
- II.6 The Team Concept

PART III – Leadership Applied

- III.1 Group Exercises
- III.2 Theoretical Frameworks of Situational Leadership

Part IV – Leadership in International Organizations

Week Date	Topic	Chapter	Case
1 10-10	PART I – Leadership Variables I.1 Introduction - The Importance of Leadership Then and Now I.2 Leadership Behavior Theory	1-2	
2 17-10	I.3 Leadership Qualities – A first outline (incl. Vision) I.4 Characteristics of Followers I.5 Situational Factors	3,5	
3 24-10	PART II – Leadership Concepts and Principles II.1 Historic Examples II.2 Leadership Ethics and Values for today's Business	7	
4 31-10	II.3 Intrinsic Leadership: Vision, Drive and Discipline II.4 Extrinsic Leadership: Authority and Empowerment of People	4,8-9	
5 07-11	II.5 Effective Leadership and Human Relations II.6 The Team Concept	10-11	
6 21-11	PART III – Leadership Applied III.1 Group Exercises III.2 Theoretical Frameworks of Situational Leadership	12-16	

7 28-11	Part IV – Leadership in International Organizations
8 05-12	Exam Colloquium/ Q&A

5. DIDACTICAL APPROACH

The didactical approach is a mix of formal lecture and group exercises, including both theory and examples. Both are based upon interactive support from the students. In order to achieve an ongoing dialogue – students are invited to work within teams on group case studies and practice them in class.

The basis for successful sessions is: mutual respect, trust and fairness, which together with involvement, consistency and a willingness to perform and inevitably results in an interesting and stimulating atmosphere in which learning and personal growth can also be fun. A few fundamental rules should be remembered:

- Be present – offline: No smart phones in class allowed.
- All relevant material is brought to the sessions, only the relevant material should be read in class – no newspapers et cetera.

6. METHOD OF ASSESSMENT/ WRITTEN EXAM/ CASE STUDY GROUP WORK

The assessment of the course will be based on a final exam at the end of the semester (during the exam weeks at the beginning of february. Duration of the exam will be 60 minutes. The exam will be then 100% of the grade.

The grading is as follows:

- 1.0 Very good, a performance significantly above the average performance
- 2.0 Good, above average performance
- 3.0 Satisfactory, an average performance
- 4.0 Adequate, a below average performance with noticeable shortcomings
- 5.0 Fail, an unacceptable performance.

7. DOCUMENTS FOR THE LECTURE

The Syllabus, the lecture script and all case studies are ready for download on the E-learning-Platform under <http://elearning.hs-pforzheim.de>.

Literature: The course is based on:

*Manning, George; Curtis, Kent:
The Art of Leadership, latest ed., McGraw-Hill.*

In addition to the course book, the following titles might be help to the interested reader:

- 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.

8. CONTACT DETAILS

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Colloquium: Tuesday, 5:15 - 6.45 p.m.

9. LECTURER

Kai Alexander Saldsieder holds a Master´degree in Business Administration from the Helmut-Schmidt-University/ University of the Federal Armed Forces of Hamburg, an Executive MBA from the Henley Business School/University of Reading in England and a Ph.D. in Marketing from the University of Hamburg, Germany. In 2008, he became professor of General Management and International Business at Pforzheim University. Before that, he served for 10 years in the German Army as an Officer (Captain) of the Armored Corps as well as in Public Relations and as a Military Journalist. Hereafter, he worked for almost another ten years as a Manager/Director in the field of Business Development and Trade

Marketing at Procter & Gamble, Metro Goldwyn Mayer and Hasbro. At least, Professor Saldsieder accompanied the turnaround of a medium-sized corporation in the health care segment as Interims-CEO.