

Prof. Dr. Anja Schmitz  
Studiengang Personalmanagement (B.Sc.)



## Syllabus

### zur Lehrveranstaltung „Leadership“ (HRM 3101) als Teil des Moduls „Wahlpflichtfächer Personalmanagement“ (HRM 3110)

Please read this syllabus carefully and feel free to contact me if you have any remaining questions.

**Course: HRM 3101**, 2 SWS, 3 Credits (= 90 hours workload),  
class will be taught in English; **Level: Advanced.**

#### Course schedule:

This course will be taught in a semi-blocked format. See LSF.

Please be aware that this is an advanced-level class. In addition to our class time, you will be expected to engage in self-directed learning, both individually and in groups, supported by the use of a social collaboration platform.

#### Course overview

Leadership is a concept we are confronted with 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” leadership during your internship, you might have felt the effects your behavior as a team-member has on the leader in class or you might have assumed leader roles in your private life, e.g. in sports 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. Becoming knowledgeable about different concepts and perspectives on leadership will support you in creating a positive impact in these roles.

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

The business world is currently facing tremendous change due to digitalization and its effects. This also has a great influence on the way we collaborate and thus lead. We will acknowledge this new business reality in both, the content of the course as well as our learning and collaboration methods: A comprehensive introduction to classic as well as contemporary perspectives on leadership will be given in lecture format for all participants. You will then work in virtual study groups on specific aspects on these topics (group task). Additionally, you will be able to select among different in-depth topics based on your personal interest,

and you will have the opportunity to participate in a practical leadership session to reflect on your leadership skills.

### **Course content**

#### **Part A): Foundations of leadership: (lecture format and group work)**

- A) I: Introduction to leadership
  - What is leadership?
- A) II: Theoretical foundations of leadership
  - Most influential leadership theories

Group work will be assigned on these topics.

#### **Part B: In-depth topics: (individually selected learning path: self-directed learning)**

- B) Option 1: Getting ready for Leadership
- B) Option 2: Consulting Leaders
- B) Option 3: Diversity in Leadership

#### **Part C: Practical session**

C) Each student can participate in one practical session to apply his/her leadership skills and reflect on them (participation voluntary, but you need to sign up for a particular time slot).

### **Learning Objectives**

#### **Upon completion of this course, the students will have ...**

- acquired broad knowledge of classic as well as contemporary leadership theories
- gained in depth knowledge in specific leadership topics
- practiced and reflected upon selected leadership tasks
- acquired experience in working with a digital collaboration tool as used in organizations
- gained experience in working with scientific texts
- critically reflected various perspectives on leadership

### **Course Contributions to the Program Goal**

The learning objectives contribute to goal „7.1 Save and proficient knowledge“.

### **Course Format**

The methodology of this course is designed to allow for a) knowledge acquisition based on lectures, self-study, and group-work, b) practice, and c) reflection.

Since this is an elective, we will have participants with different knowledge backgrounds, different experiences and also different areas of interest in this course. Therefore, this course is aiming to provide all of the participants with a basic knowledge on the topic but also to personalize the content to their individual preference.

The course starts in lecture format with assigned group-work, followed by individually selected in-depth self-study topics, a practice session each participant can enroll in and concludes in lecture format.

Throughout the course we will use a digital collaboration platform (in addition to moodle).

### **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! However, you are expected to learn the leadership terminology and you should only sign up for this class if you are willing and able to express your thoughts in English – it is perfect practice for your future work life in international organizations!

**Workload:** Please be aware that this is an advanced-level class. The workload will not exceed 90 hours but this course format requires you to actively work for this course during the semester.

### **Credits**

1. Group assignment on a topic related to the lecture parts of the course.
  - a. Summary of the respective lecture part
  - b. Further elaboration of this partThe completion of this group assignment is a prerequisite (pass/fail) for participation in the exam.
2. Self-reflection on learning path including comments to other participants' self-reflection. The completion of this group assignment is a prerequisite (pass/fail) for participation in the exam.
3. Final Examination („Klausur“).

Final exam covers the lecture content and also includes an individualized part based on the in-depth topic you have selected.

It consists of different kinds of knowledge and application questions.

### **Literature**

#### **Core Reading:**

Northouse, P. (2016). Leadership: theory and practice. Sage: Los Angeles. 7<sup>th</sup> ed.  
Yukl, G., (2013). Leadership in Organizations. Pearson: Upper Saddle River, 8<sup>th</sup> ed.

#### **Supplementary Reading:**

Indepth readings and case studies will be provided during the class.

## **Instructor**

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)