

Syllabus  
**HRM3101 Leadership**  
Martin Rugart  
Winter Semester 2022/23

<b>Level</b>	Bachelor												
<b>Credits</b>	3												
<b>Student Contact Hours</b>	2												
<b>Workload</b>	90 hours												
<b>Prerequisites</b>	<p>English language skills:</p> <p>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!</p>												
<b>Time</b>	See LSF/Moodle												
<b>Room</b>	See LSF/Moodle												
<b>Start Date</b>	See LSF/Moodle												
<b>Lecturer</b>	<table border="1"><tr><td><b>Name</b></td><td>Martin Rugart</td></tr><tr><td><b>Office</b></td><td>n.a.</td></tr><tr><td><b>Virtual Office</b></td><td>n.a.</td></tr><tr><td><b>Office Hours</b></td><td>Please use E-Mail</td></tr><tr><td><b>Phone</b></td><td>n.a.</td></tr><tr><td><b>Email</b></td><td><a href="mailto:martin.rugart@t-online.de">martin.rugart@t-online.de</a></td></tr></table>	<b>Name</b>	Martin Rugart	<b>Office</b>	n.a.	<b>Virtual Office</b>	n.a.	<b>Office Hours</b>	Please use E-Mail	<b>Phone</b>	n.a.	<b>Email</b>	<a href="mailto:martin.rugart@t-online.de">martin.rugart@t-online.de</a>
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## **Summary**

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 behaviour 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 interactive lecture, you will learn about different and central concepts and theories of leadership and management. We will discuss these theories based on your own experiences and critically appraise the different approaches. The class will conclude by applying your knowledge to case studies and by looking at current hot topics in the art and science of leadership, such as diversity, virtual leadership, and others.

## **Outline of the Course**

- Part I: Introduction to leadership
  - What is leadership?
- Part II: Theoretical foundations of leadership
  - Most influential leadership theories
- Part III: Leadership Tools
- Part IV: Hot topics in leadership
  - Selected current trends:
    - Leading in a VUCA-world
    - Diversity
    - Leading Gen Y
    - Virtual Leadership

## Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes	Course Intended Learning Outcomes	Assessment Method
After completion of the program the students will be able...	After completion of the course the students will be able...	Written Exam 100% Individual
<b>1 Expert Knowledge</b>		
1.5 ...to demonstrate profound expert knowledge in their field of specialization.	...to acquire basic knowledge of the tasks of managers and the process of leadership and, in preparation for the internship semester, basic knowledge of self-leadership and the role and responsibility of the person being led. They will gain a broad knowledge of classical and current leadership theories and in-depth knowledge of specific leadership topics. They will practice and reflect on selected tasks in the field of leadership and reflect on leadership in analog and virtual contexts critically reflect on different leadership perspectives in national and international contexts.	X
<b>2 Digital Skills</b>		
<b>3 Critical Thinking and Analytical Competence</b>		
<b>4 Ethical Awareness</b>		
...to develop sound strategies in the areas of ethics, sustainable development and social responsibility and are able to apply them to typical economic decision-making problems.	...to outline the criteria of ethical leadership	X
<b>5 Communication and Collaboration Skills</b>		
5.1 ...to express complex issues effectively in writing.	...to express complex issues effectively in writing within the written exam	X
<b>6 Internationalization</b>		
6.2 ...to articulate themselves in a professional manner in international business.	...to articulate themselves in a professional manner in international business within the written exam	X
6.3 ...to successfully demonstrate awareness of cross-cultural differences.	...to understand the challenges of leading in international settings	X

## **Teaching and Learning Approach**

Input from the lecturer will be followed by in depth group work. You will be asked to assume different roles during the group work, this also includes leading different group sessions and presenting the results of your work to other groups. Additionally there will be analysis of case studies.

## **Literature and Course Materials**

### Core Reading:

Northouse, P. (2019). Leadership (8. ed.). Sage: Los Angeles.

Yukl, G. A. (2013). Leadership in organizations (9. ed., global ed.). Boston: Pearson.

### Supplementary Reading:

In-depth readings and case studies will be provided during the class. Students are required to work through these texts between the class sessions.

## **Assessment**

1. Active participation in the class sessions is the prerequisite for enrollment in the final exam. Please check your availability for the class sessions before your signing up for the class.
2. Written exam