Syllabus
HRM6111 Leadership
Dr. Arndt Zeitz
Winter Semester 2023/24

Level	Master
Credits	3 credits
Student Contact Hours	2
Workload	90 hours
Prerequisites	English advanced level
Time	Thursday: 15.30 – 18.45; Saturday: 9.00 – 16.00
Room	see LSF
Start Date	Blocked Sessions: 12.10., 21.10., 16.11., 23.11., 02.12.

Lecturer		
	Name	Dr. Arndt Zeitz
	Office	-
	Virtual Office	-
	Office Hours	-
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Summary

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.

Outline of the Course

The course covers different classic and contemporary leadership theories and models and applies them to the current organizational context.

- 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, Digital Leadership,…
- Leadership Development

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 …	Written Exam
			100%
			Individual
1	**Responsible Leadership in Organizational Contexts**		
1.1	…to demonstrate their sound knowledge of theories and concepts in the area of Human Resource Management.	• be able to demonstrate their sound knowledge of fundamental classic and current leadership theories	x
1.2	...to expertly apply Human Resource Management theories and concepts to organizational contexts.	• be able to expertly apply leadership theories and concepts to the current organizational context.	x
2	**Creative Problem Solving Skills in a Complex Business Environment**		
2.1	…to identify challenges in the area of Human Resource Management.	• be able to identify current challenges of leaders in the organizational context, such as leading in times of high uncertainty, increasing pace of change and digital transformation.	x
3	**Applied Research Skills**		
4	**Transformation and Collaboration Skills**		

Teaching and Learning Approach

This course will be taught in a semi-blocked format (see LSF).

It combines lecture-based input with student activities. In addition to the input from the lecturer, the students reflect current leadership challenges and practices in group discussions.

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.

Literature and Course Materials

Textbooks:

- Northouse, P. G. (newest edition). *Leadership: Theory and Practice.* Los Angeles: Sage Publications.
- Yukl, G. A. (2019). *Leadership in organizations* (9. 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.

- van Quaquebeke, N., & Gerpott, F. H. (2023). The Now, New, and Next of Digital Leadership: How Artificial Intelligence (AI) Will Take Over and Change Leadership as We Know It. *Journal of Leadership & Organizational Studies*, *30*(3), 265–275. https://doi.org/10.1177/15480518231181731

Additional texts will be assigned during class.

Assessment

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

Exam on December 21th.