Prof. Dr. Kai Alexander Saldsieder, M.B.A. (Henley)

Colloquium: tuesday, room W2.3.05/ alfaview
E-mail: Kai.Saldsieder@hs-pforzheim.de

HS PF

Business
Design
Engineering

Leadership: Models and Application (HRM 6111)
Syllabus – Winter Semester 2020/21

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, 8th
Time and Place:	tbd
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 „*Foundations of Contemporary Management*".

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 foremost 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.
		Discussing historic examples of leadership	Discussions within class,

4	**Management of Innovation**	as well as theories of motivation and behavior in order to learn from them.	Group exercises, Case Studies.
5	**Management of the challenges of global sustainability and awareness for social and corporate responsibilities**	Adressing 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 todays´ 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

Week Date	Topic	Chapter	Case
1 10-08	**PART I – Leadership Variables** I.1 Introduction - The Importance of Leadership Then and Now I.2 Leadership Behavior Theory	1-2	
2 10-15	I.3 Leadership Qualities – A first outline (incl. Vision) I.4 Characteristics of Followers I.5 Situational Factors	3,5	
3 10-22	**PART II – Leadership Concepts and Principles** II.1 Historic Examples II.2 Leadership Ethics and Values for todays´ Business	7	
4 10-29	II.3 Intrinsic Leadership: Vision, Drive and Discipline II.4 Extrinsic Leadership: Authority and Empowerment of People	4,8-9	
5 11-05	II.5 Effective Leadership and Human Relations II.6 The Team Concept	10-11	
6 11-12	**PART III – Leadership Applied** III.1 Group Exercises III.2 Theoretical Frameworks of Situational Leadership	12-16	
7 11-19	Exam Colloquium/ Q&A in preparation of Seminar Paper		

5. DIDACTICAL APROACH

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 is 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/ SEMINAR PAPER

The assessment of the course will be based on a Seminar Paper (3.000 words), which has to be handed in at the end of the semester.
Students are invited to pick one of the theories/concepts of leadership as presented in class, in order to reflect it´s applicability in business practice. In addition, participants shall reflect, what they took away from class in respect of their own leadership capabilities.
Details about the seminarpaper will be shared in class at the beginning of the course.

The seminarpaper 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. (2019). Leadership: Theory and Practice (9th 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
Prof. Dr. Kai Alexander Saldsieder
Room: W 2.3.05
E-Mail: kai.saldsieder@hs-pforzheim.de
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.