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Studiengang HRM (M.Sc.)

Syllabus for the course "Leadership: Theories and Models" (HRM 6111)
Part of module 1: "Foundations of Contemporary Management"

Course: HRM 6111
2 SWS, 3 Credits (= 90 hours workload in total)
English advanced level.
This course is part of module 1 "Foundations of Contemporary Management."
Please read this syllabus carefully, and feel free to contact me (lclaus@willamette.edu)
if there are any questions left.
This course primarily serves to the development of instrumental and organizational
system competence. Students have the opportunity to broaden and deepen their
knowledge and to reflect their professional role.

COURSE DESCRIPTION

Leadership is a concept we 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 or confronted with excellent and 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 associated
organizations. 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.

A leader's gift to her followers is her ability to define a vision, set the culture, and create
an environment for others to succeed. As you rise in your career, you will need to
provide these gifts to the individuals, groups, and organizations you lead. This course
focuses on how you can be(come) an awesome leader by providing you with an in-
depth understanding of leadership theories and the symbiotic relationship between
leadership principles and behavior. We will track the history of leadership frameworks in
management, identify the key ingredients of successful leadership, and learn about
leaders who made extraordinary things happen with limited formal authority. Our focus
will be on modern transformational leadership principles and their practical applications.
In this course, you will integrate the theoretical with the practical by using readings,
lectures, discussions, assessments, and interactive exercises to help you explore your
actual and possible selves as leaders. The outcome will be your own leadership
development plan.

HUMAN RESOURCES COMPETENCE CENTER

LEARNING OBJECTIVES

Upon completing this course, you will be able to:
- Review arguments around the 'born or made' leader
- Differentiate the roles of leader, manager, and coach
- Describe, analyze and synthesize the principles of traditional leadership theories in the practice of management
- Identify the essential leadership skills required to manage under uncertainty
- Evaluate leadership against their organizational context
- Evaluate different interventions to enhance leadership development
- Assess new leadership skills in the context of the fourth industrial revolution and the COVID-19 effect
- Integrate different leadership perspectives into your own leadership philosophy and development

TEACHING AND LEARNING APPROACH

This is an online course delivered in virtual synchronous sessions of 2 times 90 minutes from October 7 to December 2, 2021. The theoretical (concepts and theories) knowledge of leadership is applied to the management context through the process of guided reflection and application exercises. The pedagogy combines lectures with student input in ongoing class discussions, 27 interactive exercises, and 7 assessments. Therefore, ALL students are expected to actively participate in the class discussions, interactive exercises, assessments, and reflect on the different perspectives in order to develop their own leadership philosophy in a Personal Leadership Development Plan.

PREREQUISITES
- **You need to sign up for the class on moodle no later than October 6th.**
- English language skills:
    - This course is taught in English
    - You are expected to read, write and speak in English at the basic level of understanding, reading, speaking, and writing. Note that we will not worry about any grammar or vocabulary mistakes! It is perfect practice for your future work life in international organizations!

REQUIRED READING AND COLLATERAL COURSE MATERIALS
All copyrighted materials are provided electronically to the students (free of charge) for their personal use only.

- Reading: From Awesome Manager to Awesome Leader—Fundamentals of Leadership and Leadership Development. Module 18 in: Claus, L., Baker, S. & Vermeulen, P. (2021). *Be(come) an Awesome Manager: The Essential Toolkit for Impact Leadership* (2nd Edition), Global Immersion Press.
- Handout: Weekly Awesome Leadership Interactive Exercises
- Handout: Weekly Awesome Leadership Assessments and Personal Leadership Development Portfolio
- Weekly Course PowerPoint™ Slides

EVALUATION

- Self-assessments
  - Complete the self-assessment questionnaires when assigned per the syllabus
  - Upload the assessments to moodle as completed but no later than December 4, 2021
  - Assessments are not be graded but are a prerequisite for taking the final exam and passing the class
- Personal Leadership Development Portfolio (50%):
  - Complete the PLDP when assigned per the syllabus
  - Upload the assessments to moodle as completed but no later than December 4, 2021
- Final exam: Paper-based final based on Module 18, multiple choice (25%) and short answer questions (25%)

DETAILED SYLLABUS
22 ½ hours

#	Date 2021	Hours	Topic	Interactive exercises	Stand by your poster	Assessments	Personal Leadership Development Portfolio
1	Oct 7	1 ½	Course overview: Learning objectives Expectations Evaluation components	IE #1: Word scramble IE #2: Leaders you admire	Leadership quote (due Oct 14)		PLDP #1: Dreams of the ideal future
2	Oct 14	3	Does leadership matter? Born vs made Manager vs leader Leadership context Evolution of leadership	IE #3: Leadership qualities IE #4: GROW coaching model IE #5: Leader's motivation for accomplishing tasks IE #6: Path to emergent leadership	Your leadership coat of arms (due Oct 21)		PLDP #2: Qualities of a leader PLDP #-3: Values clarification
3	Oct 21	3	Leadership theories: • 'Great men' theory • Trait leadership theories • Behavioral leadership theories • Contingency/situational leadership theories	IE #7: Great (wo)men leaders IE #8: Two dimensions of a leader IE #9: Situational leadership styles IE #10: Leadership stress	Leadership theory doodle (due Nov 18)	A #1: Six traits of a leader A #2: Least-preferred co-worker scale A #3: The Blake and Mouton Managerial	PLDP #4: My legacy and obitu ary

				IE #11: Tell, sell, delegate, participate		Grid Leadership Self-Assessment A #4: Power inventory	
4	Oct 28	3	Leadership theories: • Style leadership theories • Transactional leadership theories • Transformational leadership theories	IE #12: Collins' leadership levels IE #13: Life stream influencers IE #14: Earning psychological capital IE #15: Building emotional resilience	Your leadership soul (due Nov 4)	A #5: Your leadership style A #6: Emotional intelligence A #7: Burnout	PLDP #5: Developing effective habits

5	Nov 4	3	Leadership theories:
			• Global leadership theories
			• Postmodern leadership theories:
			  • Servant leadership
			  • Feminine leadership
			  • Shared leadership
			  • Crisis leadership
				IE #16: The four T's of leadership development
				IE #-17: Developing global leadership competencies
				IE #18: Characteristics of a servant leader
				IE #19: Gender and leadership
				IE #20: Crisis leadership scenario planning
							PLDP #6: Are you an incompetent leader?

	Nov 11		NO CLASS				

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6	Nov 18	3	Enduring leadership principles Leadership styles New leadership paradigm	IE #21: The power of crucible events IE #22: Consider a time			PLDP #7: Your change signature PLDP #8: Jumping ship
7	Nov 25	3	Leadership development	IE #23: Leadership identification and development IE- #24: Actual and possible self IE #25: Trigger moments IE #26: Building self-efficacy IE #27: Starfish retrospective			PLDP #9: Your leadership capabilities
8	Dec 2		Your leadership capabilities Course evaluation				PLDP #10: Leadership at your best
	Dec 4		Deadline for uploading assessments and PLDP portfolio to moodle				
	To be determined		Proctored final exam in classroom: multiple choice and short answer questions				