Giessen Executive MBA

Module

Leadership in Organizations

– Syllabus –

by

Prof. Dr. Waldemar Pelz

(http://www.thm.de/professor/pelz)

Purpose

This course is designed to enhance your leadership – to improve your ability to lead with purpose, to communicate effectively, and to work well with others. The course will be a combination of learning about leadership through the review of literature and participating in a wide variety of "hands-on" exercises, case-studies, simulations and role-playing activities. Students will further develop and apply various skills and techniques deemed to be essential for successful leadership in organizations. The course also explores leadership challenges and opportunities in relation to individual and team performance.

Learning objectives/outcomes

- To become aware of strengths and weaknesses in one's leadership behavior

- Analyze the numerous approaches of leadership development and critically evaluate how they may be applied in practice

- To understand how the most successful leaders are able to influence followers through effective communication of well-reasoned ideas, proposals and values

- To systematically train and improve one's leadership effectiveness

- Apply concepts of leadership and effective communication to individuals, groups, and organizations

- Improve one's self leadership skills through effective emotion regulation and emotional intelligence

Assignment

Grading will be based on a Personal Development Plan (final paper) in which participants explain how they will apply tools learned in the Leadership Module to improve on their leadership and communication competencies. Details and examples of PDPs will be provided during the course. You may use the following suggestions as a guide:

1) In brief, what are your most important ideas about leadership and communication that you will take away from the course?

2) What are the most important things that you have learned about yourself (competencies and behaviors)?

3) How would you apply your learning to your personal case?

Grades will be based on:

1) How clearly and persuasively the paper develops important learning from the course to outline your personal development plan.

2) How much insight is reflected in the learning about yourself?

3) How well the paper develops linkages between learning and your personal development plan.

4) The fourth and most important criterion is to what degree have you been using scientific literature and approaches form the course supporting your conclusions and arguments (see literature listed below).

Please note:

To significantly increase the effectiveness of improving your leadership skills an online 360-Degree Feedback will take place. For more information see: www.360-grad-feedback.net. Detailed information and instructions will be provided several weeks before the course starts.

Class Schedule

Part I: Effective Leadership Communication (Foundations of Leadership)

- Principles of effective communication: authenticity, clarity, credibility, and empathy
- Persuasion including body language, posture, facial expressions, gestures
- Effective feedback (vs. criticism)
- Communication in various settings (face to face, team, audience)
- Creating a personal relationship (message-audience-speaker)
- Impact speech: effective and convincing lines of argument
- Changing behavior in critical situations
- Effective communication in meetings
- Entries into the personal development plan: insights and action plan for improving communication skills

Part II: Personality and Key Leadership Skills (Identity and Objectives)
- What can be learned from leadership history?
- The effective leadership process
- Transformational Leadership: analysis and consequences from the 360° feedback
- Developing competencies through coaching
- What can be learned from best practice in leadership development?
- The Business Related Inventory of Personality (strengths and weaknesses)
- Diagnosis of career opportunities, and setting objectives for personal development
- Work and (other) life areas: setting long-term objectives
- Motivation: "state of the art" theories and practice
- Entries into the personal development plan: selecting and developing most important competencies to accomplish goals in key areas of life

Part III: Reflection, Learning and Effectiveness (Coping with Emotional Stress)
- Implementation competencies: overcoming the knowing-doing gap
- Emotional intelligence: theory and applications
- Recognizing and understanding own and others' emotions
- Regulating and using own and others' emotions
- Managing emotional energy in leadership situations
- Management of common emotions
- Emotions and roles in team settings (team leadership)
- Personal development plan: developing emotional maturity and reducing stress

Learning and Teaching Approach

Most topics covered will be taught by interactive learning methods such as simulations, role playing case studies, peer coaching, exercises and discussions. Willingness to pro-actively contribute to the course by participants is expected.

References

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