



EXECUTIVE MBA | THM BUSINESS SCHOOL

Syllabus

Module
Leadership in Organizations

by

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Purpose

This course is designed to enhance your leadership skills and improve your ability to lead with purpose, communicate effectively, and work well with others. The course will be a combination of learning about leadership through a 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 and career development.

Learning objectives/outcomes

- To become aware of strengths, weaknesses, and hidden talents in one's leadership competencies by applying validated tests.
- Analyze the numerous approaches to leadership development and critically evaluate how they may be applied in practice.
- To understand how the most successful leaders can 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 emotional intelligence.
- Learning about the personality traits of the most successful leaders and drawing conclusions for one's own leadership practice.

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 their leadership and communication skills. Details and examples of PDPs will be provided during the course.

Suggested Guideline:

- In brief, what are your most important ideas about leadership and communication that you will take away from the course?
- What are the most important things that you have learned about yourself (competencies, values, and personality traits)?
- How will you apply your learning to your personal development as a leader?

Grades will be based on:

- How clearly and persuasively the paper develops important learning from the course to outline your personal development plan.
- How much insight is reflected in learning about yourself?
- How does the paper develop linkages between learning and your personal development?
- The fourth and most important criterion is: to what degree have you been using scientific literature and approaches from the course to support your conclusions and arguments?

Please note:

To significantly increase the effectiveness of improving your leadership skills, a 360-degree feedback will be carried out. Detailed information and instructions will be provided several weeks before the course starts.

Class Schedule

Part 1: Effective Leadership Communication (Foundations of Leadership)

- Principles of effective communication: authenticity, clarity, credibility, and empathy
- Persuasion, including body language, posture, facial expressions, and 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 your communication skills as a leader.

Part II: Personality Traits and Key Leadership Skills (Your Identity and Vision)

- What can be learned from leadership history?
- How can we make the leadership process most effective?
- Transformational versus transactional leadership: analysis and consequences for your leadership style
- Developing competencies through peer coaching
- What can be learned from best practices in leadership development?
- The Business-Related Inventory of Personality (strengths and weaknesses)
- Diagnosis of career opportunities and setting objectives for your personal development
- Work and (other) life areas such as family, ethics, and health: setting long-term objectives to gain positive energy.
- Motivation: "state of the art" theories and practice
- Entries into the personal development plan: selecting and developing the 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 application in leadership
- Recognizing and understanding one's own and others' emotions.
- Improving one's empathy skills and creating trusting relationships.
- Regulating and using one's own and others' emotions to overcome stress.
- Managing emotional energy in leadership situations.
- Managing relations and roles in team settings (team leadership)
- Entries into the personal development plan: developing emotional maturity and coping with stressful situations.

Learning and Teaching Approach

Most topics covered will be taught through 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.

Recommended Literature

Andrews, D., & Hooley, T. (2022). *The Careers Leader Handbook*. Trotman Indigo Publishing Ltd.

Ashkenas, R., & Manville, B. (2018). *Harvard Business Review leader's handbook: make an impact, inspire your organization, and get to the next level*. Harvard Business Press.

Bass, B. M., & Bass, R. (2009). *The Bass handbook of leadership: Theory, research, and managerial applications*. Simon and Schuster.

Benson, L. (2023). Leadership: Definitions, Historical Evolution, and Classifications of Leadership Theory. In *Transformational Leadership Styles, Management Strategies, and Communication for Global Leaders* (pp. 28-42). IGI Global.

Ibarra, H., & Scoular, A. (2019). The leader as coach. *Harvard business review*, 97(6), 110-119.

Budur, T. (2020). Effectiveness of transformational leadership among different cultures. *International Journal of Social Sciences & Educational Studies*, 7(3), 119-129.

Chima, A., & Gutman, R. (2020). What it takes to lead through an era of exponential change. *Harvard Business Review*.

McCaffery, P. (2018). *The higher education manager's handbook: effective leadership and management in universities and colleges*. Routledge.

Moldoveanu, M., & Narayandas, D. (2019). The future of leadership development. *Harvard business review*, 97(2), 40-48.

Michel, J. W., & Yukl, G. (2020). 18 Leader Behaviors and the Changing Nature of Work. *The Cambridge handbook of the changing nature of work*, 383.

Nicolaides, A., & Duho, K. C. T. (2019). Effective leadership in organizations: African ethics and corruption. *Modern Economy*, 10(7), 1713-1743.

Nohria, N., & Khurana, R. (Eds.). (2010). *Handbook of leadership theory and practice*. Harvard Business Press.

Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior. *Inovbiz: Jurnal Inovasi Bisnis*, 9, 61-69.