



Giessen Executive MBA

Module No. 8

Leadership in Organizations

– Syllabus –

by
Prof. Dr. Waldemar 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

Grades will be based on a combination of (1) Case presentation [weighted 30 %]; and (2) Final paper [weighted 70 %].

The goal of the final paper is to write a summary of what you have learned that is useful to you as a leader or general manager. 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 from the course supporting your conclusions and arguments (see literature listed below).

Deadlines:

- The presentation is to be held on February 6, 2010
- The final paper has to be submitted until March 13, 2010

Class Schedule**Part I: Foundations of Leadership by Prof. Dr. Waldemar Pelz**

- Overview and introduction
- What can be learned from leadership history?
- Hard facts, half-truths and nonsense in leadership theory
- What can be learned from best practice in leadership development
- Evaluating selected leadership competencies
- The leader's personality, identity and being a role model
- Inspiration and stimulation of employees
- Self leadership and effectiveness in coping with challenging situations
- Emotion regulation and improving one's emotional intelligence quotient

Part II: Leadership Communication

- Overview and introduction
- Students' presentations and feedback
- Impulses for more effective communication: "Best of NLP"
- Power, influence and persuasion – the most effective tools
- Communication in various settings (face-to-face, groups, audiences)
- Coping with difficult situations in communication
- Effective negotiations
- Creating mutually beneficial relationships

Part III: Leadership Simulation and Role-Playing Exercises

In this simulation students assume the role of a leader. They have to cope with usual as well as unusual challenging leadership situations. The participants' behavior will be evaluated by their peers and the trainer. Additionally, leadership effectiveness will be measured by means of economic performance (productivity, profitability, etc.). Behavioral criteria are such as:

- inspiring others to increase performance
- stimulating employees by providing support and advice
- managing relationships to improve effective communication
- fostering entrepreneurial thinking and behavior
- focusing on measurable results

Students are encouraged and required to define and train leadership competencies which are relevant to their future development as a leader or general manager.

Recommended Literature

Hamel, Gary

The Future of Management, Boston, Harvard Business School Press, 2007

Thomas, Robert

Crucibles of Leadership, Boston, Harvard Business School Press, 2008

Yukl, Gary

Leadership in Organizations, Sixth Edition, New Jersey, 2006

Yukl, Gary

Flexible Leadership, San Francisco, 2004

Harvard Business School Press

Power, Influence and Persuasion, Boston, 2005

Carter, Louis, et. al.

Best Practices in Leadership Development, San Francisco, 2005

Gross, James (ed.)

Handbook of Emotion Regulation, New York, 2007

Golemann, Daniel and Boyatzis, Richard

Social Intelligence and the Biology of Leadership, Harvard Business Review
September 2008

Farrelly, Daniel and Austin, Elizabeth, J.

Ability EI as an Intelligence? Associations of the MSCEIT with Performance on
Emotion Processing and Social Tasks and with Cognitive Ability, Psychology Press, 2007

Schwartz, Tony and McCarthy Catherine

Manage your Energy, Not Your Time, Harvard Business Review, October 2007

Lerner, Nicole and Salovey, Peter

Relating Emotional Abilities to Social Functioning: A comparison of self-report and
performance measures of emotional intelligence, Journal of Personality and Social
Psychology 2006; Vol. 91, No. 4

Kuratko, Donald, F.

Entrepreneurial Leadership in the 21st Century, Journal of Leadership & Organizational
Studies 2007, No. 4

D'Intino, Robert, S. and others

Self-Leadership: A Process for Entrepreneurial Success, Journal of Leadership and
Organizational Studies, 2007; Vol. 13, No. 4

Boerner, Sabine, Eisenbeiss, Silke, and Griesser, Daniel

Follower Behavior and Organizational Performance: The Impact of Transformational
Leaders, Journal of Leadership & Organizational Studies 2007, No. 3