

Modul: Leadership

Code:	SIM5840
Responsible for module:	Prof. Dr. Cathrin Eireiner cathrin.eireiner@hs-pforzheim.de
Master:	Strategic Innovation Management
Language:	English
ECTS-Credits:	6
Workload:	150 hours 16 hours of lectures (in person, contact hours) 4 hours of video conferences 72 hours of online units and related workings 26 hours of preparation presentation for one online unit 32 hours of essay writing
Term of module:	One semester
Prerequisites:	None
Usability:	Compulsory module
Didactic concept:	In-class units [PE] and online units [OE]
Test format/duration:	Presentation and essay
Requirements to obtain credits:	Pass all required assignments
Contribution of module to final grade:	acc. credits 6 of 90 = 6,67%

Course description

According to Drucker, "to manage" means *doing things right*, while "to lead" means *doing the right things*. According to a classic understanding, leadership is "the direct & intentional communication based influence a superior create on subordinates in order to reach goals"

But is this understanding of leadership really sufficient today? Is this understanding still the right one to meet the current challenges of leadership? The 4th industrial revolution presents managers with completely different challenges: Collaboration, digitalization and networking are just a few buzzwords that are gaining in importance in the context of a modern VUCA working world. Employees no longer see themselves as subordinates. They want to be involved in decisions at eye level. In addition, "Generation Y & Z" is conquering companies. This age group has its own ideas about open communication and mutual feedback, which poses additional challenges for managers. In recent years, entirely new leadership models have emerged to meet these challenges.

In recent years, entirely new leadership models have emerged to meet these challenges. These new leadership models (lateral leadership, transformational leadership, empowering leadership & shared leadership) are the focus of this course.

In this course, the participants will develop a deeper understanding of the current leadership approaches, which will be discussed involving their own experience with regard to their relevance in the company. In addition to the fit to the individual person, the fit to the respective organizational context (and here in particular to the corporate culture) is in the center of the consideration.

The course is structured through presentations, examples from practice, own projects and exercises. The focus is on the development of a scientific understanding of current leadership approaches, derived from the requirements of the organizational framework and reflected in the participants' own personal preferences.

Learning objectives

Having completed this course, participants should be able to:

- ✓ to adequately integrate the basic concepts of leadership into the organizational context and understand the relationship between leadership and other determinants such as structure, culture, strategy, etc.,
- ✓ name and explain the traditional models of Leadership: basics, leadership styles, leaders' behavior, cooperative and situational leadership, shared leadership, delegation and management by objectives as well as the employee appraisal as a central leadership tool in practice,
- ✓ understand the modern models of leading people: lateral leadership, transformational leadership, empowering leadership, shared leadership, the democratic enterprise, and leadership without a leader, and are able to link them to the current challenges of the modern working world,
- ✓ develop a scientific understanding of leadership, derived from the challenges of the leadership situation and their own leadership role,
- ✓ formulate a future image of leadership 4.0,
- ✓ recognize the connection between new leadership models, such as shared leadership, and innovative strength in the company.

Contributions of this module to the program objectives of the master program

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Methods	
After completion of the program the students will be able...		After completion of the course the students will be able...	Participation in Class	Term Paper
			20 %	80 %
			Individual	Individual
1 Responsible Leadership in Organizational Contexts				
1.3	...to critically reflect strategic innovation management theories and concepts.	Getting to know and applying traditional as well as modern approaches of leadership in the corporate context of the modern working world. Reflection on one's own understanding of leadership against the background of scientific reflection	x x	x
2 Creative Problem Solving Skills in a Complex Business Environment				
2.2	...to analyze problems of strategic innovation management.	Analysis of leadership style as well as use of relevant leadership tests to better understand one's own leadership preferences in the context of strategic business management.	x	
2.4	...to communicate and to conduct solutions in the field of strategic innovation management.	Transfer the theories to leading behaviour		x
3 Applied Research Skills				
4 Communication and Collaboration Skills				
4.1	...to explain and to communicate measures of strategic innovation management.	express yourself and communicate in discussions, and provide feedback during evaluation	x	x
4.2	...to successfully collaborate in a team.	Ability to act as a teamplayer	x	

Test forms

There are different forms of examination, i.e. presentation / term paper (processing of the case studies) / presentation and a seminar paper at the end of the semester, which are weighted in the overall grade.

Structure / Content

Module unit		Didactic concept
1.	Definition leadership Organizational framework: Leadership in the context of organizations Classic leadership concepts	PE
2.	Leadership Tools	OE 1
3.	Transactional and transformational leadership	OE 2
4.	Shared and lateral leadership	OE 3
5.	Ethics in leadership	OE 4
6.	Midterm (coaching in scientific writing)	VC
7.	Empowering Leadership	OE 5
8.	Leading in a VUCA world	OE 6
9.	Summary and Transfer to the company context	PE
PE	In-class unit	OE Online unit
		VC Video conference

Teaching concept

The new master's program deals with the blended learning approach. This involves combining classroom and online phases in order to combine the advantages of both methods and increase flexibility for participants. In the online phases, the focus is on activating measures so that participants are addressed and motivated in various ways. Content delivery is video-based and text-based (with interaction options). Learners can work through the content flexibly and at their own pace. In addition, the online phases include online tests (self-evaluation) to consolidate the knowledge developed and provide immediate feedback on the current learning status.

In the online phase, the instructor offers additional online presentation and correction appointments to drive the project development forward in a targeted manner.

In the face-to-face sessions as well as in the mid-term video conference phase, there is thus more time for the application of knowledge and personal interaction of the participants.

Recommended readings (always latest edition)

- Northouse, P. (2019). Leadership: Theory and Practice (8th ed.). Thousand Oaks, CA: Sage.