

<b>Module number</b> 3	<b>Module title</b> International Leadership Skills		
<b>Code</b> ILS	<b>Semester</b> 2	<b>Number of WSH</b> 4	<b>Module offered</b> Every academic year (summer semester)
<b>Module coordinator</b> Prof. Dr. Voußem	<b>Tuition type</b> Seminar tuition		<b>Module duration</b> 1 semester
<b>Lecturer</b> Prof. Dr. Voußem	<b>Type of course</b> Compulsory		<b>Course language</b> English
<b>Entry requirements</b> Students must have a sound knowledge of economic theory, organisation, international management and leadership. <b>This is a Master level course, only students fulfilling these requirements will be accepted into the course!</b>			
<b>Learning outcomes</b> The qualification goals mentioned below are subdivided into three dimensions. Each dimension corresponds to a target competence level. The following competence levels have been defined: <ul style="list-style-type: none"> <li>• Competence level 1 (awareness): cursory awareness of simple structures, only previously learned knowledge is tested</li> <li>• Competence level 2 (comprehension): basic understanding of multiple structures up to deeper understanding of the relations between structures, learned knowledge is analysed, combined and applied</li> <li>• Competence level 3 (deep understanding and application): deeper understanding of the relations between structures up to independent transfer and extension of knowledge to new structures, learned knowledge is critically questioned and/or evaluated, interrelations between structures and their consequences are reflected and explained</li> </ul> The corresponding number (1, 2 or 3) in the competence descriptions below represents the competence level of the respective qualification goal. On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods: <p><u>Subject skills</u></p> Students understand the principles of individual behaviour, group behaviour and organisational behaviour (2). They can discuss the basic management functions and understand the link between strategy and leadership (2). They appreciate the influence of contemporary international business environments on appropriate leadership styles (3). They can discuss ways in which effective leadership can enhance performance behaviours and engagement, promote citizenship behaviours, and minimize dysfunctional behaviours (3). <p><u>Social skills</u></p> Students can discuss topical issues in the management of people in organizations and collaborate for developing targeted and creative solutions (1). Students can respond and attune themselves to the different levels of behaviour within an organisation, they can perceive and appreciate the contribution made by different behaviour patterns and can work interactively on proposals for the management of organisational behaviour (2). Students can instruct others in how to apply behavioural theories and techniques in organizational settings (3). <p><u>Method skills</u></p>			

Based on scientific methods, students have a command of behavioural techniques to analyse complex situations and to select appropriate solution statements from a range of alternative actions (3). They can evaluate management advice as given in popular literature, applying rigorous methodical analysis and critical scientific thinking (3).

### Personal skills

Students understand modern scientific concepts to describe personality characteristics and they can reflect their own personality, motivation, and values (2). They critically discuss possibilities and ethical boundaries to structural and personal influence and leadership processes in organizations. Students understand the importance of diversity, can apply measures to overcome barriers to inclusion and to maximize the value of diversity (3). They possess the required discussion skills, target orientation, and the necessary readiness to take on responsibility.

### **Content**

This module aims to teach students the principles of organisational behaviour and to demonstrate how a deeper understanding of the principles of organizational behavior can enhance the development of an effective and ethical leadership style. The emphasis of the course is on developing students' understanding of how the conduct of individuals, groups and entire organisations can be explained, controlled and focused on a particular goal.

- Principles of organisational behaviour
  - Definitions and reasons for the need to understand and manage organisational behavior
  - The changing environment of organization
- Individual behaviour and processes
  - Individual characteristics
  - Individual values, perceptions, and reactions
  - Motivating behavior
  - Motivating behavior with work and rewards
- Interpersonal processes, social behaviour, group behaviour
  - Work Groups and Teams
  - Decision Making
- Leadership
  - Traditional approaches to leadership
  - Contemporary views of leadership
  - Power, influence, and politics
- Cross-team behaviour, organisational behaviour
  - Organisational structure and Culture
  - Organizational Change and Change Management

### **Literature**

#### Required reading

Lecture notes (slides)

Articles and cases handed out during the lecture

Griffin, R. W., Phillips, J. M., & Gully, S. M. (2017). *Organizational behavior: Managing people and organizations* (12th ed). Mason, OH: Cengage Learning.

#### Recommended reading

Northouse, P. G. (2018). *Leadership: Theory and practice*. Los Angeles: SAGE Publications.

Luthans, F., & Doh, J. P. (2017). *International management: Culture, strategy, and behavior* (10th ed). New York, NY: McGraw-Hill.

Robbins, S. P., & Judge, T. (2017). *Organizational behavior* (15th ed). Harlow, UK: Pearson.

Greenberg, J. (2014). *Behavior in organizations* (10th ed). Boston: Pearson.

Quick, J. C., & Nelson, D. L. (2013). *Principles of organizational behavior: Realities and challenges* (8th ed). Mason, OH: Cengage Learning.

<b>Teaching and learning methods</b>		
Seminar tuition		
Discussion of exercise tasks		
<b>Type of examination/Requirements for the award of credit points</b>		Will be explained in the course
<b>ECTS Credits</b> 5	<b>Workload</b> 150 hours Contact/attendance time: 60 h Additional work: 90 h	<b>Weighting of the grade in the overall grade</b> 1