

Leadership

Module Code: DLMBLSE-02

Module Type see curriculum	Admission Requirements None	Study Level MBA	CP 5	Student Workload 150 h
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Semester / Term see curriculum	Duration Minimum 1 semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
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Module Coordinator

Prof. Dr. Georg Berkel (Leadership)

Contributing Courses to Module

- Leadership (DLMBLSE01-02)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Study Format: myStudies
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Organizational Behavior
- Motivation
- Justice
- Power Decisions
- Diversity

Learning Outcomes**Leadership**

On successful completion, students will be able to

- understand behavior of employees from a psychological and sociological point of view.
- apply and reflect several behavioral and motivational theories relevant to the workplace and draw conclusions for management problems.
- raise awareness to workplace issues around justice and apply their knowledge in to their management decisions.
- reflect individual and group mechanisms against the background of diversity.
- develop a deep understanding of decision-making processes and common biases and errors in decision-making.
- critically reflect on conflicts with their processes and patterns, and solve them more effectively.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

Links to other Study Programs of the University

All Master Programmes in the Business & Management field.

Leadership

Course Code: DLMBLSE01-02

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
MBA	English		5	None

Course Description

Students will be prepared to take over a leadership role in an organization. Students will be equipped with the psychological foundation of performance and commitment as the most crucial outcome variables in leadership. Based on their psychological understanding, they will develop a deep understanding of resulting social processes such as motivation, conflict, power, and leadership. Solid theoretical foundations will be taught, and students will transfer their theoretical knowledge to work-place problems.

Course Outcomes

On successful completion, students will be able to

- understand behavior of employees from a psychological and sociological point of view.
- apply and reflect several behavioral and motivational theories relevant to the workplace and draw conclusions for management problems.
- raise awareness to workplace issues around justice and apply their knowledge in to their management decisions.
- reflect individual and group mechanisms against the background of diversity.
- develop a deep understanding of decision-making processes and common biases and errors in decision-making.
- critically reflect on conflicts with their processes and patterns, and solve them more effectively.

Contents

1. Organizational Behavior as the Foundation of Leadership
 - 1.1 What Is Organizational Behavior?
 - 1.2 Job Performance
 - 1.3 Organizational Commitment
2. Psychological Mechanisms
 - 2.1 Individual Characteristics
 - 2.2 Individual Mechanisms
 - 2.3 Group Characteristics & Diversity
 - 2.4 Group Mechanisms
 - 2.5 Organization Mechanisms

3. Motivation Concepts
 - 3.1 Self-Determination Theory
 - 3.2 Reinforcement Theory
 - 3.3 Expectancy Theorie
 - 3.4 Motivational Concepts Applied
4. Organizational Justice
 - 4.1 Equity Theory
 - 4.2 Distributive Justice
 - 4.3 Procedural Justice
 - 4.4 Interactional Justice
 - 4.5 Cultural Justice
5. Making and Implementing Decisions
 - 5.1 Perception and Individual Decision-Making
 - 5.2 The Rational Model, Bounded Rationality, and Intuition
 - 5.3 Common Biases and Errors in Decision Making
6. Power and Politics
 - 6.1 Trait Theories of Leadership
 - 6.2 Behavioral Theories
 - 6.3 Contingency Theories
 - 6.4 LMX Theory
 - 6.5 Bases of Power
 - 6.6 The General Dependence Postulate
 - 6.7 Influence Tactics
7. Conflict
 - 7.1 The Conflict Process
 - 7.2 Negotiation in a Social Context

Literature**Compulsory Reading****Further Reading**

- 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.
- Bachrach, D. G., Kim, K. Y., Patel, P. C., & Harms, P. D. (2022). Birds of a feather?: Firm sales growth and narcissism in the upper echelons at the CEO-TMT interface. *The Leadership Quarterly*, 101621.
- Banks, G. C., Dionne, S. D., Mast, M. S., & Sayama, H. (2022). Leadership in the digital era: A review of who, what, when, where, and why. *The Leadership Quarterly*, 101634.
- Colquitt, J., Lepine, J. A., & Wesson, M. J. (2022). *Organizational Behavior: Improving Performance and Commitment in the Workplace (8e)*. New York, NY, USA: McGraw-Hill.
- Han, G. H., & Harms, P. D. (2010). Team identification, trust and conflict: A mediation model. *International Journal of conflict management*.
- Hannah, S. T., Avolio, B. J., Luthans, F., & Harms, P. D. (2008). Leadership efficacy: Review and future directions. *The Leadership Quarterly*, 19(6), 669-692.
- Nieken, P. (2022). Charisma in the gig economy: The impact of digital leadership and communication channels on performance. *The Leadership Quarterly*, 101631.
- Obenauer, W. G., & Kalsher, M. J. (2022). Is white always the standard? Using replication to revisit and extend what we know about the leadership prototype. *The Leadership Quarterly*, 101633.
- Robbins, S. P., Judge, T. A., & Campbell, T. T. (2021). *Organizational behaviour*. Pearson education.
- Spain, S. M., Harms, P., & LeBreton, J. M. (2014). The dark side of personality at work. *Journal of organizational behavior*, 35(S1), S41-S60.

Study Format Distance Learning

Study Format Distance Learning	Course Type Online Lecture
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Information about the examination	
Examination Admission Requirements	BOLK: yes
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study 90 h	Contact Hours 0 h	Tutorial 30 h	Self Test 0 h	Independent Study 30 h	Hours Total 150 h

Instructional Methods		
<input type="checkbox"/> Learning Sprints®	<input type="checkbox"/> Review Book	<input type="checkbox"/> Sprint
<input checked="" type="checkbox"/> Course Book	<input type="checkbox"/> Creative Lab	<input type="checkbox"/> Interactive Online Lecture
<input type="checkbox"/> Vodcast	<input type="checkbox"/> Guideline	
<input checked="" type="checkbox"/> Shortcast	<input checked="" type="checkbox"/> Live Tutorium/Course Feed	
<input checked="" type="checkbox"/> Audio	<input type="checkbox"/> Reader	
<input checked="" type="checkbox"/> Exam Template	<input checked="" type="checkbox"/> Slides	

Study Format myStudies

Study Format myStudies	Course Type Lecture
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Information about the examination	
Examination Admission Requirements	BOLK: yes
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	Contact Hours	Tutorial	Self Test	Independent Study	Hours Total
90 h	0 h	30 h	0 h	30 h	150 h

Instructional Methods		
<input type="checkbox"/> Learning Sprints®	<input type="checkbox"/> Review Book	<input type="checkbox"/> Sprint
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