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HOCHSCHULE DARMSTADT
UNIVERSITY OF APPLIED SCIENCES

fbw

FACULTY OF ECONOMICS AND
BUSINESS ADMINISTRATION

Professor B. S. Sridhar
Professor Ulrich Klüh
Room F 15/109
Thursdays, 8:30-11:45

International Economics and Management

Organisation, Management and Leadership

**Syllabus and Course Briefing
Winter Term 2018/18**

Index

0. Logistics
1. Idea an Plan of the lecture
2. Lecture topics
3. Reading material
4. Grading
 - 4.1 Replacement option
 - 4.2 Topics for presentations
 - 4.3 Reading assignment

1. Idea and Plan of the lecture

1. This course seeks to introduce the student to issues relating to the process of management and leadership in organizations. The course is being team-taught by two professors: Professor Ulrich Klüh and Professor B. S. Sridhar.
2. Empirical findings and theoretical frameworks and models are employed to enhance one's ability to understand, predict and influence organizational processes, structures and human dynamics.
3. The nature of human behavior is considered a function of the Individual, the Groups within which he/she interacts, and the larger Organization with which he/she is associated and the larger environment in which organizations are embedded.

1. Idea and Plan of the lecture

1. There are three main topics that are interrelated: Organization, Management and Leadership
2. We will
 - First focus on the methodological, epistemological and personal foundations that we need to cover these topics adequately (The “Foundations”)
 - Then look at each of the topics separately (The “Core”)
 - Finally try to puzzle them together (The “Puzzle”)
3. We will give theoretical perspectives during the lecture and offer insights from practice
4. You will contribute with presentations on specific cases and topics, through class participation and in many further ways

1. Idea and Plan of the lecture

1. The first part of the course will be mainly taught by Professor B. S. Sridhar, the second by Professor Ulrich Klüh.
2. The first part of Prof. Sridhar focuses on the foundations of individual and group behavior. It mainly looks at
 - Individual differences in terms of motivation, personality, attitudes and perception.
 - How groups are formed, structured. What are the major group processes which impact upon group performance?
3. The second part of Prof. Klüh will build on these foundations to first look at our three topics separately and then try to form an integrated perspective.

2. Topics: Part 1

Lecture Topics	Date
a. An Introduction to the Course b. Strategies for Understanding Behavior	Oct 12
a. Individual Differences b. Emotional IQ (Video)	Oct 19
a. Perception & Attitudes b. Performance Appraisal c. Performance Dilemma (An Exercise)	Oct 26
a. Motivation: Theories & Applications b. Interpersonal Communication	Nov 2
a. Intra Group & Inter Group behavior b. NASA Lunar Survival Problem (An Exercise) c. Decision Making	Nov 9

2. Topics: Part 2

Lecture Topics	Date
a. Individual and Group Behaviour: Wrapping up b. Some further Concepts from Theory: Intro	Nov 16
a. Core concepts from Theory: Differencing b. Core concepts from Theory: Systems c. Core concepts from Theory: Institutions	Nov 23
Organizations: Part 1	Nov 30
Organizations: Part 2	Dec 7
Management	Dec 14
Leadership Fads	Dec 21

2. Topics

Lecture and Academic Perspective	Presentations	Date
Leadership Facts	Round 1	Jan 18
Puzzling it together	Round 2	Jan 25
Puzzling it together	Round 3	Feb 1
Exam		February

3. Reading Material

- Drucker, Peter: The Practice of Management. New York 1986.
- Lynch, Richard : Strategic Management. 5. edition, Harlow 2009.
- Kotter John: A Force for Change. How leadership differs from management. New York 1990.
- Schreyögg, Georg: Organisation. 5. Aufl., Wiesbaden 2008.

4. Grading

1. There will be an exam at the end of the semester
2. The exam will consist of three parts
 - A part testing your knowledge about the topics covered in class, counting one third towards the final grade. It will be mostly MC. Its grade can be replaced by the grade of a group presentation if you choose to.
 - An essay on specific questions regarding your reading assignment (see below), counting one third towards the final grade. Its grade can be replaced by the grade of a group presentation if you choose to.
 - An essay on a case or specific question, counting one third towards the final grade. Its grade can be replaced by the grade of a group presentation if you choose to.
3. The grade on the first part of the lecture given by Prof. Sridhar offers you the chance to compensate one part of the written test.

4.1 Details on the grading of part I

PERFORMANCE EVALUATION PART I

The course grade of a student for Part I will depend on her/his performance on a variety of assignments (“case studies”) and class participation.

The distribution of weights, in terms of points, will be as follows:

Self-Generated Case Study (3)	90 Points
Class Participation	60 Points
Total	150 Points

4.1 Details on the grading of part I

PERFORMANCE EVALUATION PART I

Students are advised against missing any of the assignments as this will result in assigning of a grade of zero for the missed assignment. No make-ups are offered. The deadlines are not negotiable.

Grading Scale

1 = 135 Points +

3 = 105 Points +

2 = 120 Points +

4 = 90 Points +

5 = below 90 Points

The above ranges are provided for general guidelines only. The Facilitator reserves the right to make appropriate changes in ranges as he deems fit.

4.1 Details on the grading of part I

PERFORMANCE EVALUATION PART I

Self-Generated Case Studies (90 points, see info sheet for details)

The exercises are being used to stimulate your interest by involving you in the active application of the course content to the world you live in and people you relate to. They also serve as a tool of self-assessment and help you better understand, predict and influence human behavior.

There are five exercises on offer. You may choose to complete not more than **three** self-generated cases for submission. Each case is worth a maximum of 30 points.

You may submit an extra assignment for extra credit to improve your course grade by as much as 30 points.

4.1 Details on the grading of part I

PERFORMANCE EVALUATION PART I

PARTICIPATION (60 Points)

Participation will be evaluated based on the **Three Ps**. They are:

Presence: Attending classes regularly and punctually,

Preparation: Coming to class prepared, having completed the assigned readings and other activities; and

Participation Contributing to and participating in class activities, discussions, and exercises to add value to one's own learning and of others.

4.2 Details on grading of part II

Grading on part II will be mainly based on the exam at the end of the semester.

In previous lectures, Prof. Klüh offered the option to replace one of three parts of the exam through a group presentation on a variety of topics, e.g.:

- What the mafia tells us about organization, management and leadership
- What the military tells us about organization, management and leadership
- What the Arab Spring and the Occupy Movements tell us about organization, management and leadership,

If you would like to volunteer for such a presentation, just get in touch with Prof. Klüh.

4.3 Reading assignment

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Politik Gesellschaft Wirtschaft Kultur ▾ Wissen Digital Studium ▾ **Karriere** Entdecken Sport mehr ▾

Führungskräfte

Lesefaule Chefs

Kaum ein anderer Berufsstand liest so wenig wie die Manager. Fatal, kritisieren die einen. Macht doch nix, sagen die anderen. Wie viel Literatur braucht ein Chef?

Von **Haiko Prengel**

4.3 Reading assignment

In one part of the exam, you will have to answer questions on a reading assignment. You can either propose a book you want to read or choose one of the following books:

- F. Scott Fitzgerald: The Great Gatsby
- Herman Melville: Moby Dick
- Dave Eggers: The Circle
- J.R.R. Tolkien: The Lord of the Rings, Part 1

Please indicate your choice by Oct 26 to ulrich.klueh@h-da.de

4.4 Overall Grading: Examples

For a student that chooses to complete all five potential tasks leading to grades (grade on part 1, grade on group presentation, three exam question), the overall grade is the arithmetic average of the three best grades :

	Part 1	Present	Exam			Overall
			Exercise 1	Exercise 1	Exercise 3	
Student A	1,7	1,3	1,0	2,0	3,0	1,3
Student B	3,0	2,3	1,7	2,,0	1,7	1,7
Student C	2,0	1,0	2,3	4,0	1,0	1,3

For a student that chooses to complete only the four required potential tasks leading to grades (grade on part 1, grade on three exam question), the overall grade again is the arithmetic average of the three best grades:

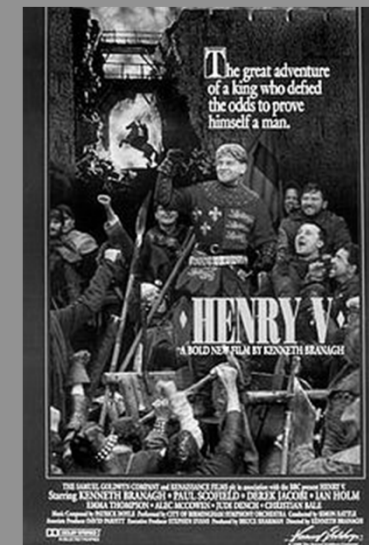
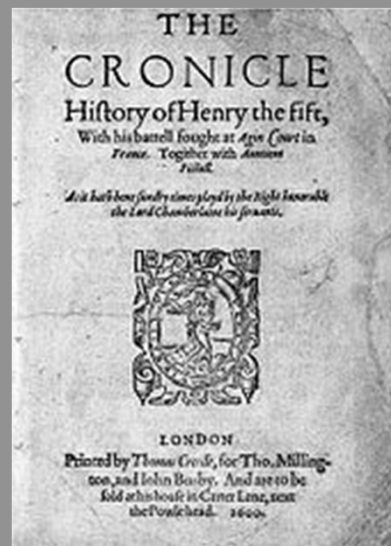
	Part 1	Exam			Overall
		Exercise 1	Exercise 1	Exercise 3	
Student D	1,3	1,0	2,0	3,0	1,3
Student E	3,0	2,0	2,0	2,0	2,0
Student F	2,0	2,3	4,0	1,0	1,7

5. Movie night?

For most of the reading assignments and presentation topics, there are great movie versions. And we have a real cinema on campus.



What does Shakespeare tell us about organization, management and leadership?



What does Shakespeare tell us about organization, management and leadership?

Goals Processes Responsibility

Interests Strategies Communication Planning

Cooperation Qualification Controlling

Conflicts Motivation Value

Methodologies Characters Culture

Decisions Supervision Context Tasks