

## **Tárgytematika / Course Description**

### **Leadership and Organizational Communication I.**

**NGM\_VS102\_1**

**Tárgyfelelős neve /**

**Teacher's name:** dr. Waldbuesser Patrik

**Félév / Semester:** 2016/17/2

**Beszámolási forma /**

**Assesment:** Beszámoló (ötfokozatú)

**Tárgy heti óraszám /**

**Teaching hours(week):** 2/2/0

**Tárgy féléves óraszám /**

**Teaching hours(sem.):** 0/0/0

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### **OKTATÁS CÉLJA / AIM OF THE COURSE**

Short content (annotation):		
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Wrap up:

The **lectures I and II of Leadership and Organizational Communication I and II** consist of the **basic and scientifically up-to-date theories, models, methods and empirical results** regarding the topics **leadership, management and organizational communication**.

**Lecture I** will be taught in autumn semester by alternating input of **6 x leadership and 6 x organizational communication** content (therefore providing a **full 12 weeks lecture**).

**Lecture II** will be taught in spring semester also by alternating input of **6 x leadership and 6 x organizational communication** content (therefore providing a **full 12 weeks lecture**).

The accompanying **Seminar for practical exercises in leadership, organizational communication and management basics** focuses on the **development of precise operative and practical knowledge of value based leadership** as well as the **development of social and communicative skills of the students**. It also takes into account and teaches **aspects of personnel development**. This is done in an **innovative way** where **students (8-12 per semester)** are **accompanied by managers (2-4)** from the **Audi Hungaria or other business partners**, who act as **coaches** for the **students** in helping them **fulfilling the real-life case studies of leadership behavior** as a **vital method of teaching** in this **seminar**. On the other hand, the **managers gain and deepen their knowledge in leadership, management and communicative skills** by **working with the academical content of the seminar** and by **exchanging their knowledge with the students** for which they take **responsibility as a coach** during the seminar. **Students** will also get the **chance to get into contact with the accompanying companies** as well as have an **enriched learning experience** through the contact with the **actual managers of the company**. In the beginning, **managers from the Audi Hungaria** are the **most likely contributors** to the program.

Specifications:

**Lecture Leadership I** will focus on the **scientific clarification and differentiation** between **leadership and management**, the **basic theories of Management** by - approaches (Objectives, Delegation, Exception, Motivation), the **fundamental management approaches** by **Peter Drucker, Henry Mintzberg, John P. Kotter**, specific models of management like **Total Quality Management, Lean Management, Business Process Reengineering, integrated management model** and an **overview of strategic management**. The **basic models and ground laying** as well as **actual theories of leadership** as for example **Attribute theory** approaches to leadership, **Skills theory** (Stippler et al., 2010), **Behavioural theory** approaches to leadership, **Leadership style continuum**, **Managerial grid**, **Reddin's 3D model of leadership**, **Psychological approaches** to leadership, **Systems theory/cybernetic approaches** to leadership (Malik and the St. Gallen approach, Witten approach), **Contingency approaches** to leadership, **Fiedler, Situational leadership, Decision theory, Path-goal theory**, an **Relationship- and interaction-oriented approaches** to leadership will be **introduced**

...and **elaborated** in **Lecture Leadership II** of the following semester. Theories of the so called **New leadership** approaches like **Charismatic leadership, Transformational leadership, Lateral leadership, Knowledge-oriented leadership** as well as **elaborated systems orientated approaches, team aspects and leading within internationally staffed, decentralized and multilingual organizations** will deepen the understanding of a **modern form of leadership**. This will be **complemented** by theories and models of **organizational as well as motivational psychology**, dealing with the **management of organizational behavior and leading human resources**.

Regarding the **Seminar for practical exercises in leadership, organizational communication and management basics**, **academic content of practical relevance** will be for example the **7-Ways-of-Effectiveness** by **Covey (2011)**, the **3-stages-model** by **Löhner (2005)** of thinking leadership in a new way, the **seven principles of successful management** by **Collins (2003)** **SWOT-Analysis of individual strengths and weaknesses** regarding **leadership and management tasks, communication techniques** like the **anatomy of a message, neurolinguistic programming and transfer work between the modules** of the seminar. A **test** and a **presentation in front of the managers** attending the program will **strengthen their learning effect** of the students at the **end of the seminar**.

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## TANTÁRGY TARTALMA / DESCRIPTION

### Structure of the seminar:

Lectures of Organizational Communication are closely related to the concepts of leadership and management. It introduces the concept and the scope of organizational communication and surveys the various definitions and classification of this complex phenomenon. Emphasis will be laid on the scientific analysis and understanding of the nature of human relations and social cognition, on organizational theories and organizational culture, on formal and informal communication internal to organizations and communication as public relations. The lecture series will clarify the functions of the different conceptualizations of organizational communication. It will specifically discuss (i) the public face of communication with various stake-holders, (ii) the rules of controlled internal communication based on corporate culture and corporate identity and (iii) communication as a process influenced by specific types of organizations.

Lectures of Organizational Communication will further elaborate on the dimensions of organizational communication understood as decisive means for (a) employee integration process, (b) decision making, (c) conflict management, (e) change management, (f) establishment of relational networks based on a balanced proportion of reasonableness and emotional intelligence and (g) the domain of communicational techniques and technologies. Lectures will introduce the concept of Self-Managing Teams for which a multi-stage analysis is offered based on the understanding of communication as (i) a Process in a social environment, (ii) a Message enhancing corporate identity and employee motivation, (iii) a system of Interdependence within an identifiable organizational climate and organizational culture. The lecture will analyse the objective of creating self-managing, cross-functional teams in organizations in order to develop the employees' intellectual, emotional and creative capacities with increased participation in and ownership of important organizational decisions.

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## SZÁMONKÉRÉSI ÉS ÉRTÉKELÉSI RENDSZERE / ASSESMENT'S METHOD

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## KÖTELEZŐ IRODALOM / OBLIGATORY MATERIAL

Required reading(s):		
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Bass, Bernard, M. (1990), Bass & Stogdill's Handbook of Leadership : Theory, Research, and Managerial Applications, Free Press, New York.

Bea/ Dicht/ Schweitzer, Allg. Betriebswirtschaftslehre [General business administration], 6th edition, 1995

Bea, F. X.; Haas, J.: Strategisches Management [Strategic management] (4th edition, 2005). Stuttgart: UTB.

Bennis, Warren G. (1989/ 2009) On becoming a leader, Hutchinson Business, London.

Blake, R.; Mouton, J. (1964). The Managerial Grid: The Key to Leadership Excellence. Houston: Gulf Publishing Co.

Blake, R.; Mouton, J. (1985). The Managerial Grid III: The Key to Leadership Excellence. Houston: Gulf Publishing Co.

Blanchard, K.H. et al. (2001), Management of Organisational Behavior : Leading Human Resources, Prentice Hall, Upper Saddle River, N.J.

Collins, J.: Der Weg zu den Besten. Die 7 Management-Prinzipien für dauerhaften Unternehmenserfolg, Deutscher Taschenbuch Verlag, München, 2003

Covey, S.R.: Die 7 Wege zur Effektivität. Prinzipien für persönlichen und beruflichen Erfolg, GABAL Verlag, Offenbach, 21. Aufl.

Drucker, P. (1998): Die Praxis des Managements. Ein Leitfaden für die Führungs-Aufgaben in der modernen Wirtschaft [A guide to leadership tasks in the modern economy], 6th edition, Econ Verlag GmbH, Düsseldorf/ Munich.

Gräser, P. (2013), Führen lernen. Der Weg zur Führungskompetenz und zur persönlichen Karriere-Strategie [Learn to lead. The path to leadership skills and a personal career strategy], Springer, Berlin.

Kaudela-Baum, S., Nagel, E., Bürkler, P., Glanzmann, V. (publisher) (2011), Führung lernen. Fallstudien zu Führung, Personalmanagement und Organisation [Learn to lead. Case studies on leadership, HR management and organisation], Springer, Berlin.

Kets de Vries, Manfred F. R. (1991). Organizations on the Couch. Jossey-Bass.

Kotter, J.P. (1990): A force for change - How management differs from leadership, the free press, new York.

Kühl, S.; Schnelle, T.; Schnelle, W. (2004) Führen ohne Führung [Leading without leadership], in: Harvard Business Manager, Jan. 2004.

Löhner, M: Führung neu denken. Das 3-Stufen Konzept für erfolgreiche Manager und Unternehmen, Campus Verlag, Frankfurt/Main, 2005).

May, S. (2005), Engaging organisational communication theory and research : multiple perspectives, Sage Publications, Thousand Oaks.

Miller, K. (2003), Organisational Communication: Approaches and Processes, 3rd Aufl., Thomson Wadsworth, CA.

Mintzberg, H. / Waters, J.A.: Of Strategies, Deliberate and Emergent. Strategic Management Journal, 1985.

Müller-Stevens, G.; Lechner, C. (2005): Strategisches Management [Strategic management], 3rd edition, Schäfer Poeschel, Stuttgart.

Neuberger, O. (2002), Führen und führen lassen [Lead and be led], Lucius & Lucius Verlagsgesellschaft, Stuttgart.

North, K. (2011), Wissensorientierte Unternehmensführung: Wertschöpfung durch Wissen [Knowledge-based company leadership: value creation through knowledge], Gabler, Wiesbaden.

Northouse, P.G. (2013), Leadership: Theory and Practice, 6th edition, Sage Publications, Thousand Oaks.

Pinnow, D.F. (2012), Führen, worauf es wirklich ankommt [What really matters in leadership], Springer Gabler Verlag, Wiesbaden.

Rosenstiel, L. (2007), Grundlagen der Organisationspsychologie : Basiswissen und Anwendungshinweise [The basics of Organisational Psychology: core knowledge and a guide to its application], Schäfer-Poeschel, Stuttgart.

Rüegg-Stürm, J. (2003), Das neue St. Galler Management-Modell [The new St. Gallen management model], 2nd edition, Haupt Verlag, Bern/ Stuttgart/ Vienna.

Scholten, J., WSFB Consultancy Group Wiesbaden, online: <http://www.business-wissen.de/artikel/laterale-fuehrung-fuehren-ohne-hierarchien/>

Schuler, H. (2006), Lehrbuch der Personalpsychologie [Textbook of HR psychology], 2nd revised version, Hogrefe, Göttingen/ Bern/ Vienna.

Stippler, Moore, Rosenthal: Leadership, Approaches – Development – Trends. Bertelsmann Foundation Leadership Series, Part 1, 2010.

Stöwe, C.; Keromosemito, L. (2013) Führen ohne Hierarchie – Laterale Führung [Leading without a hierarchy – lateral leadership]. 2nd edition, Springer Fachmedien, Wiesbaden.

Sturm, A.; Opterbeck, I.; Gurt, J. (2011), Organisationspsychologie [Organisational Psychology], VS Verlag, Wiesbaden.

Vroom, V. H.; Sternberg, R. J. (2002). "Theoretical Letters: The person versus the situation in leadership". The Leadership Quarterly 13.

Vroom, V. H.: Yetton, P. W. (1973), Leadership and Decision-Making, Pittsburgh: University of Pittsburgh Press.

Yukl, G. (2010), Leadership in organizations, Pearson, München.

**Suggested readings:**

Behrends, Dr. Thomas (2009) Internationales Institut für Management [International Management Institute], „Great Man Theory“ – Der Eigenschaftsansatz der Führung [“Great man theory” – the attribute approach to leadership], University of Flensburg, [http://www.iim.uni-flensburg.de/pundo/upload/pdf/lehre/Bachelor/SoSe/Personal/2\\_-\\_Bachelor\\_-\\_Personal\\_-\\_Eigenschaftstheorie\\_der\\_Fhrung.pdf](http://www.iim.uni-flensburg.de/pundo/upload/pdf/lehre/Bachelor/SoSe/Personal/2_-_Bachelor_-_Personal_-_Eigenschaftstheorie_der_Fhrung.pdf)

Bündenbender,U.; Strutz, H. (2011), Gabler Kompaktlexikon Personal [Gabler compact HR lexicon], 3rd edition, Gabler Verlag, Wiesbaden.

Drucker, P. (2005): Was ist Management? Das Beste aus 50 Jahren [What is management? The best of 50 years], 3rd edition, Econ Verlag GmbH, Munich.

Jablin, F. M. and Putnam, L. L. (eds. 2001): The New Handbook of Organizational Communication: Advances in Theory, Research and Methods, London. UK: Sage Publications.

Kets de Vries, Manfred F. R. (2006). The Leader on the Couch: A Clinical Approach to Changing People and Organizations. John Wiley & Sons Ltd.

Moldaschl, M. (2009): Strategisches Management [Strategic management]. In: U. Götze; R. Lang (Publisher): Strategisches Management zwischen Globalisierung und Regionalisierung. [Strategic management between globalisation and regionalisation.] Wiesbaden.

Ten Have, S. et al. (2010), Handbuch Management-Modelle [Handbook of management models], Wiley-VCH Verlag, Weinheim.