Wildau Institute of Technology: Aviation Management Master's

Leadership and Motivation Module Assessment

Dr. Greg Bond and John O'Donoghue

This module is assessed in two parts. Firstly, there is an essay of 4,000 words (+/- 5%). The word count does not include foot notes or the bibliography. You may write this at any time during the course, and you will submit it towards the end of the third semester. It carries 50% of the grade.

Secondly, you will participate in a group colloquium some weeks after submission of the essay, in which students will briefly present one key idea from their essay (4-5 minutes), be asked questions on their essay and the course material in general. The aim is not to summarise the whole essay, but to present one idea that will be interesting for discussion. This carries 50% of the grade.

The essay in English will be based on a subject from the module of your own choice. One of the two trainers (Greg Bond, John O'Donoghue) will be responsible for grading your essay, based on the topic you choose. You are invited to inform the examiners by e-mail or in person by early October in the third semester at the latest as to what you wish to write about and which literature you will be using. You will receive feedback.

Submission of the essay is via moodle. The deadline will be announced on moodle.

You must divide your essay into the following sections, each ca. 1000 words:

Part One: Your text should start with a report on your personal experience of leadership, negotiations, crosscultural communication or motivation at your present company or a previous one, or any organisation you have been involved in. Describe the background to the situation that you were in. How had the company or organisation or team been performing? What was the relationship between the employees, team members or departments? What was your role in this constellation? Who were the important actors in the event that illustrates positive or negative aspects of leadership, negotiations, cross cultural communication or motivation? You must be careful here to respect confidentiality, so you can anonymise the situation.

Part Two: You should write a short summary for each of two of the books/articles listed in the reading list below. You may ask the trainers for advice on which works might suit your

interests. If, instead of a work from the list, you wish to use works that you have found elsewhere, you may suggest this to the trainers. In your essay, you must refer to and quote from these works following academic standards.

<u>Part Three</u>: You should connect the models presented in these two books/articles with your experiences that you reported in part one. To what extent do these models explain your behaviour or the behaviour of others in the scenario? Could these models/these approaches have improved or even solved the situation/problem that you encountered? How do you appraise the models based on your experience? What are their strengths and weaknesses?

<u>Part Four</u>. Here you should reflect on your own leadership or communication style or strategies. To what extent has studying this module changed your approach to dealing with specific issues in your working environment?

Grading Criteria for the Essay

An *excellent* essay will contain all the parts mentioned above and

- A clear description of the background to the situation you were involved. There should be sufficient detail to appreciate the forces at work, but nothing irrelevant.
- Your analysis should clearly explore the possible causes of the relevant issues(s), the motivation and perspectives of the different parties involved (not merely your point of view), and the various consequences of these parties' actions.
- The summaries of the literature should demonstrate a clear understanding of the approaches adopted by the experts.
- Your text should clearly link the theoretical approaches and the practical situation you have described. Your analysis may both illuminate this theoretical approach and point to deficiencies or gaps in the approach.
- The essay should show a capacity to reflect on experience and draw mature conclusions for future interactions in professional life.

Grading Criteria for the Colloquium

In an *excellent* colloquium you will

- Present your essay and learning from the module precisely and clearly, with reference to the reading you have done
- Use excellent presentation skills (there is no need to use PowerPoint, you can use any media you wish)
- Present your ideas within the required time (4-5 minutes)
- Be able to answer questions about your essay well
- Be able to answer questions referring to other parts of the course well and to discuss the different themes in the course, including theory worked on in class
- Show that you are reflecting on your own leadership and self-management skills, by referring to examples from your experience

Recommended Reading List

You may select your reading for the essay from this list. The year in brackets is usually the year of the first edition, but any edition is acceptable. Most of these works are in the TH Wildau library.

As stated above, you may also use other works for your essay, after consultation with the trainers. We would particularly welcome works from other cultural backgrounds, as the majority of the works listed below are written by US American and European authors. It may be necessary for you to provide copies / details of other works suggested to the trainers.

General Business Communication and Personal Skills

Alison, Emily; Alison, Laurence, *Rapport. The Four Ways to Read People* (London 2020)

Covey, Stephen, *The Seven Habits of Highly Effective People: Powerful Lessons in Personal Change* (New York, 2015, first edition 1989)

Cuddy, Amy, *Presence: Bringing Your Boldest Self to Your Biggest Challenges* (New York, 2015)

Duarte, Nancy, *Slide:ology. The Art and Science of Creating Great Presentations* (Sebastopol, 2008)

Goleman, Daniel, *Emotional Intelligence: Why It Can Matter More Than IQ* (London, 1996)

Laloux, Frederic, *Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness* (Nelson Parker, 2014)

Patterson, Kerry; Grenny, Joseph; McMillan, Ron; Switzer, Al, *Crucial Conversations. Tools for Talking When the Stakes Are High* (McGraw Hill, 2012)

Senge, Peter; Scharmer, C. Otto; Jaworski, Joseph; Flowers, Betty Sue, *The Fifth Discipline: The Art and Practice of the Learning Organization* (Random House, 1990)

Peter Senge, et al., *Presence: Exploring Profound Change in People, Organizations and Society* (London, 2005)

Stone, Douglas; Patton, Bruce; Heen, Sheena, *Difficult Conversations: How to Talk about What Matters Most* (New York, 1999)

Crosscultural Communication

Hampden-Turner, Charles M. / Fons Trompenaars, *Building Cross-Cultural Competence* (John Wiley & Sons, 2000)

Hofstede, Geert; Hofstede, Gert Jan, *Software of the Mind: Intercultural Cooperation and its Importance for Survival* (McGraw-Hill, 2005)

Hofstede, Geert; Jan Hofstede, Gert; Minkov, Michael, *Cultures and Organizations - Software of the Mind: Intercultural Cooperation and Its Importance for Survival*
(3rd revised edition, 2010)

Lewis, Richard, *When Cultures Collide: Leading Across Cultures* (London, 1996)

Meyer, Erin, *The Culture Map: Breaking through Invisible Boundaries of Global Business* (New York, 2014)

Molinsky, Andy, *Global Dexterity: How to Adapt Your Behavior across Cultures without Losing Yourself in the Process* (Harvard Business Review Press, 2013)

Neuliep, James W., *Intercultural Communication. A Contextual Approach* (Los Angeles et al. 2009)

Trompenaars, Fons; Hampden-Turner, Charles, *Riding the Waves of Culture: Understanding Diversity in Global Business* (3rd edition, Nicholas Brearley, 2012)

Negotiations and Conflict Management

Fisher, Roger; Ury, William, *Getting to Yes: Negotiating an Agreement without Giving In* (Random House, 1981)

Ury, William, *Getting Past No: Negotiating in Difficult Situations* (New York: Bantam, 1991)

Fisher, Roger; Shapiro, Daniel, *Beyond Reason: Using Emotions as You Negotiate* (New York, 2005)

Glasl, Friedrich, *Confronting Conflict* (Hawthorn Press, 1999)

Lax, David; Sebenius, James K., *The Manager as Negotiator* (New York, London, 1986)

Lax, David; Sebenius, James K., *3-D Negotiation* (Boston, 2006)

Murphy, Kate, *You're Not Listening: What You're Missing and Why It Matters* (New York, 2019)

Ury, William, *The Power of A Positive No* (New York, 2007)

Voss, Chris, *Never Split the Difference: Negotiate as if Your Life Depended on It* (Harper Collins, 2016)

Zaki, Jamil, *The War for Kindness: Building Empathy in a Fractured World* (New York, 2019)

Motivation

Bandura, Albert, "Self-Efficacy: Toward a Unifying Theory of Behavioral Change," *Psychological Review*, May 1997, pp. 191–215.

Cialdini, Robert B., *Influence: The Psychology of Persuasion* (revised edition 2007)

Mihaly Csikszentmihalyi**,** *Flow: The Psychology of Optimal Experience* (Harper and Row, 1990)

Griffen, Ricky, "Toward an Integrated Theory of Task Design," in Cummings, L, and Straw, B, (eds.) *Research in Organizational Behavior* Vol. 9 (Greenwich: CT: JAI Press, 1988)

Maslow, Abraham, "A Theory of Human Motivation," Psychological Rewiew, 50, 1943

McGregor, Douglas, *The Human Side of Enterprise* (New York City: McGraw-Hill, 1960)

McClelland, David, *The Achieving Society* (Princeton: Van Nostrand Reinhold, 1961)

Pink, Daniel, *Drive; The Surprising Truth about What Motivates Us* (New York, 2009)

Skinner, Burrhus, *Science and Human Behavior* (New York: Free Press, 1965)

Skinner, Burrhus, *Beyond Freedom and Dignity* (New York: Knopf, 2002)

Vroom, Victor, *Work and Motivation* (New York: John Wiley**,** 1964)

Leadership

Bass, Bernard, *Stogdill's Handbook of Leadership* (New York: Free Press, 1982)

Blake, Robert; Mouton, Jane, *The Managerial Grid 111: A New Look at the Classic* (Houston: Gulf Publishing, 1985)

Brown, Brene, *Dare to Lead: Brave Work, Tough Conversations, Whole Hearts* (New York: Random House, 2018)

Conger, Jay; Kanungo, Rabindra, *Charismatic Leadership in Organization* (Thousand Oaks, CA: Sage 2015)

Conger, Jay, *The Charismatic Leader: Behind the Mystic of Exceptional Leadership* (Jossey Bass 1988)

Edmundsen, Amy, *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth* (Hoboken, 2019)

Fiedler, Fred, *A Theory of Leadership Effectiveness* (New York City: McGraw-Hill, 1967)

Greenleaf, Robert, *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness* (New Jersey, 1977)

Hater, John; Bass, Bernard, "Supervisors' Evaluations and Subordinates' Perceptions of Transformational and Transactional Leadership," *Journal of Applied Psychology*, November 1988.

Hock, Dee, *One from Many: Visa and the Rise of the Chaordic Organisation* (San Francisco, 2005)

Kirkpatrick, Donald; Locke, Edwin, "Leadership: Do Traits Matter?," *Academy of Management Executive*, May 1991, pp. 48–60.

Michelli, Joseph; Yokoyama, John*, When Fish Fly: Lessons for Creating a Vital and Energized Workplace From the World Famous Pike Place Fish Market* (2003)

Sprenger, Reinhard, *Trust: The Best Way to Manage* (Frankfurt am Main: Campus, 2004)

Vroom, Victor and Yetton, Phillip, *Leadership and Decision-Making* (University of Pittsburgh Press, 1973)