

Man&L - Management and Leadership

Man&L - Management and Leadership

General information	
Module Code	Man&L
Unique Identifier	MgmtLead-01-MA-M
Module Leader(s)	Prof. Dr. Geisler, Rainer (rainer.geisler@haw-kiel.de) Eckert , Raphael (raphael.eckert@haw-kiel.de)
Lecturer(s)	Eckert , Raphael (raphael.eckert@haw-kiel.de)
Offered in Semester	Wintersemester 2025/26
Module duration	1 Semester
Occurrence frequency	Regular
Module occurrence	In der Regel im Wintersemester
Language	Englisch
Recommended for international students	Yes
Can be attended with different study programme	No

Curricular relevance (according to examination regulations)
Study Subject: M.Sc. - IE II - Industrial Engineering II - weiterbildend Module type: Pflichtmodul Semester: 2

Qualification outcome
<i>Areas of Competence: Knowledge and Understanding; Use, application and generation of knowledge; Communication and cooperation; Scientific self-understanding / professionalism.</i>

Describe the four major management functions and the type of management activities associated with each. Explain the difference between efficiency and effectiveness and their importance for optimal organizational performance. Describe conceptual, human and technical skills and their relevance for C20 managers. Describe management types and the differences between them. Define ten roles that managers typically perform in organizations. Appreciate the managerial role in small businesses and not-for-profit organizations. Understand the personal challenges involved when taking a management appointment. Discuss the innovative competencies needed to be an effective manager in tomorrow's business environments.

Understand how historical forces influence the practice of management. Identify and explain major developments in the history of management thought. Describe the major components of the classical and humanistic management perspectives. Discuss the management science approach and its current use in organizations. Explain the major concepts of systems thinking, the contingency view and total quality management. Name contemporary management tools and some reasons that management trends change over time. Describe the management changes brought about by a technology-driven workplace, including the role of social media programs, customer relationship management and supply chain management.

Define an organizational ecosystem and understand how general and task environments affect an organization's ability to survive and thrive. Explain the strategies that managers use to help organizations adapt to an uncertain and/or turbulent future environment. Define corporate culture providing organizational examples. Interpret organizational symbols, stories, heroes, villains, slogans and ceremonies and their interrelationships within a corporate culture. Describe four main types of corporate culture and how corporate culture relates to the environment. Define cultural leadership and explain the tools that a cultural leader uses to create a high performance culture.

Discuss the fundamental characteristics of organizing, including concepts such as work specialization, chain of command, span of management and centralization versus decentralization. Describe functional and divisional approaches to structure. Explain the matrix approach to structure and its application to both domestic and international organizations. Describe the contemporary team and virtual network structures and why they are being adopted by organizations. Explain why organizations need coordination across departments and hierarchical levels, and describe mechanisms for achieving coordination. Identify how structure can be used to achieve an organization's strategic goals. Define production technology and explain how it influences organization structure.

Define globalization and explain how it is creating a borderless world for today's managers. Describe a global mindset and why it has become imperative for companies operating internationally. Describe the characteristics of a multinational corporation and explain the 'bottom of the pyramid' concept. Define international management and explain how it differs from the management of domestic business operations. Indicate how dissimilarities in the economic, sociocultural and legal-political environments throughout the world can affect business operations. Discuss how the international landscape is changing, including the growing power of China and India. Describe how regional trading alliances are reshaping the international business environment.

Define ethics and explain how ethical behaviour relates to behaviour governed by law and free choice. Discuss why ethics is important for managers and identify recent events that call for a renewed commitment to ethical management. Explain the utilitarian, individualism, moral rights, justice and practical approaches for making ethical decisions. Describe the factors that shape a manager's ethical decision-making, including levels of moral development. Identify important stakeholders for an organization and discuss how managers balance the interests of various stakeholders. Explain the philosophy of sustainability and why organizations are embracing it. Describe what is meant by 'the triple bottom line'. Define corporate social responsibility and how to evaluate it along economic, legal, ethical and discretionary criteria. Discuss how ethical organizations are created through ethical leadership and organizational structures and systems.

Define goals and plans and explain the relationship between them. Explain the concept of

Students have the ability based on scientific methods and knowledge to apply management instruments. They are able to sort out and explain which methods and models are suitable to solve a given problem. They have the capability to find out the required information, to evaluate and to interpret them. Based on on this approach they are able to describe a given ptoblem, to analyse it, to formulate targets and measures and give recommendations to solve it. They can extend the results scientifically and work them up for publishing or reporting them to relevant stakeholders.

Students have the capability to present their result on university level as well as in front of laypeople. They are able to discuss complex specialized topics with professionals and can give instructions to single persons as well as to heterogenous groups. Within a professional discussion, students have the capability to mount a theoretical and methodical argumentation.

Based on this module students are able to act with with theoretical and methodical knowledge during their day to day business. They have the ability to work self-reliant on problems and are skilled to explain their own attitudes and strenght to their colleagues as well to non-professionals. Students of this module have the power to defend and evaluate their decisions in the context of social expectations and are able to revise them in case.

Content information

Content	<p>PART 1 INTRODUCTION TO MANAGEMENT Introduction to management The evolution of management thinking</p> <p>PART 2 MANAGING EXTERNAL AND INTERNAL ENVIRONMENTS The organization and corporate culture The dynamics of alternative organizational forms Managing in a global environment Managing ethics and social corporate governance</p> <p>3 PLANNING Managerial planning and goal setting Strategy formulation and execution Managerial decision-making</p> <p>PART 4 ORGANIZING Managing small business start-ups Managing change and innovation Managing corporate diversity</p> <p>5 LEADING Leadership Managing human resources Managing communication Leading teams (Daft) Daft, Richard L. Management. Cengage Learning EMEA, 20160208. VitalBook file.</p>
Literature	Daft, Richard L., Management 11th ed, . Cengage Learning EMEA, 2016

Teaching formats of the courses

Teaching format	SWS
Keine Präsenzzeit	3
Seminar	1

Workload

Number of SWS	4 SWS
Credits	5,00 Credits
Contact hours	48 Hours

Self study	102 Hours
-------------------	-----------

Module Examination	
---------------------------	--

Examination prerequisites according to exam regulations	None
Man&L - Projektbezogene Arbeiten	Method of Examination: Projektbezogene Arbeiten Weighting: 100% wird angerechnet gem. § 11 Absatz 2 PVO: No Graded: Yes Remark: Final mark composed of two assignments, each weighted 50%

Miscellaneous	
----------------------	--

Recommended Prerequisites	Basic background of business sciences Very good command of English Good presentation skills
----------------------------------	---------------------------------------------------------------------------------------------------