LEADERSHIP IN TODAY’S CONTEMPORARY BUSINESS & MILITARY ORGANIZATIONS
6 ECTS
SuSe 2022

Period: April 25 – July 29, 2022
In Class

Professor: Dr. Bill Cojocar,
University of Regensburg Adjunct Faculty

Schedule of Activities

Wednesday, April 27th: 18:00 – 20:00 Uhr  Raum: W 112
Topics: Leadership, Management & Today’s Contemporary Business & Military Environments

- Readings: Review prior to class
  2. Strategic analysis: External Environmental Analysis; Practice Tests Academy
  3. Leadership in a Rapidly Changing World; Ashbridge Business School
  How business leaders are reframing success

- Homework: Review course syllabus, readings, and Class 1 Slides
- Class Activity: Class Team formulation. Form class teams of 5 students each.
  Class Videos:
  1. Leadership vs Management | Difference between Leadership and Management.
  2. Gen. Stanley A. McChrystal on Leadership

Wednesday, May 4th: 18:00–20:00 Uhr  Raum: W 112
Topics: Current Issues in Leadership Ethics & Organizational Culture

- Readings:
  1. Developing Ethical Leadership; Freeman, Stewart
  2. Ethical Leadership; Integrated Ethics
  3. Ethics in Organizations and Leadership; Butts
  4. Organizational Culture; Practical Management.com

- Homework: 5 x Discussion Questions
- Class Activity
- Class Videos:
  1. Ethical Leadership, Part 1: Perilous at the Top | Concepts Unwrapped
  2. Apple CEO Tim Cook on Ethical Leadership
  3. Leadership and Management | Part 4 of 4: The Iceberg of Organizational Culture
Wednesday, May 11th: 18:00–20:00 Uhr  Raum: W 112

**Topics:** 21st Century Leadership Styles-Practices to support Environmental Complexity

- Readings:
  1. Leadership Styles
  2. A Review of Leadership Theory and Competency Frameworks; Uof Exeter
  3. Complexity Leadership Theory: Shifting leadership from the industrial age to the knowledge era; Uhl-Bien, Marion, McKelvey
  4. Let’s Get Back on Track with Adaptive Leadership and its Inclusion with Multi-Domain Operations; Cojocar
  5. Level 5 Leadership: The Triumph of Humility and Fierce Resolve; Collins
- Homework: 5 x Discussion Questions

Wednesday, May 18th: 18:00–20:00 Uhr  Raum: W 112

**Topics:** Problem Solving & Organizational Decision-making Techniques for Leaner Organizations

- Readings:
  1. Problem-Solving Process; Learning Skills
  2. Problem Solving: Six-Step Problem-Solving Process; CSEA
  3. 7 Steps to Effective Decision-making
  4. Theories and Strategies of Good Decision Making; Ahmed, Omotunde
  5. MDMP; CALL
  6. Lean/Six Sigma-Concepts & Principles; The Curtis Group
  7. Decisionmaking in Organizations; Talley
- Homework: 5 x Discussion Questions
- Class Activity
- Class Videos:
  1. 7 Step Problem Solving
  2. 7 Step Decision-making Process
  3. How will AI influence decision-making?
  4. Kaizen, how we improve in a Lean organization

Wednesday, May 25th: 18:00–20:00 Uhr  Raum: W 112

**Topics:** Protecting our Organizations from Real-World Threats

- Readings:
  1. Top Security Threats and Management Issues Facing Corporate America
  2. Insider Threat Mitigation Guide; Cybersecurity and Infrastructure Security Agency
  3. USAF DP 3-10 Force Protection.
  4. Germany Army Force Protection Guide
  5. Cyber/Physical Security Vulnerability Assessment Integration; Pacific Northwest National Laboratory
- Homework: 5 x Discussion Questions
- Class Activity
- Class Videos:
  1. Physical and Cyber Risk Analysis Tool (PACRAT)
  2. Do You Know Your Organization’s Top 10 Security Risks?
Wednesday, June 1st: 18:00–20:00 Uhr  Raum: W 112  
Topics: Organizational Leader and Executive Risk Management
- Readings:
  2. Risk and the Strategic Role of Leadership
  3. Risk Mitigation through CRMP: US Army Risk Assessment
  4. Strategic Risk Management; New York University
- Homework: 5 x Discussion Questions
- Class Activity
- Class Videos:
  1. Risk Management Objectives | ERM Framework
  2. Composite Risk Management Tactical Course

Wednesday, June 8th: 18:00–20:00 Uhr  Raum: W 112  
Topics: Strategic Resource Management to Just in Time Sustainment
- Readings:
  1. Strategic Management for Senior Leaders: A Handbook for Implementation; Dept of Navy Total Quality Team
  2. Strategy, Strategic Management, Strategic Planning & Thinking; Nichols
  3. JIT, Lean and Toyota Production System (TPS); UT Baghdad
- Homework: 5 x Discussion Questions
- Class Activity
- Class Videos:
  1. Strategic Management-Resource Based View
  2. What is Just in Time?

Wednesday, June 15th: 18:00–20:00 Uhr  Raum: W 112  
Topics: Managing your Organizational Information Environment & Social Media Presence
- Readings:
  1. Managing and Leveraging Workplace Use of Social Media; SHRM
  2. The Key to Social Media Success Within Organizations; MIT Sloan MGMT School
  3. Corporate Use of Social Media; Harvard University
  4. Social Media in the Workplace; Spherion
- Homework: 5 x Discussion Questions
- Class Activity
- Class Videos:
  1. What is Social Media and why does your business need Social Media?
  2. What is Social Media Management?

Wednesday, June 22nd: 18:00–20:00 Uhr  Raum: W 112  
Topics: Performance Management for High Performing Organizations
- Readings:
  1. What Makes a High Performing Organization; Waal
  2. High Performance Organizations: The Secrets of their Success; Boston Consulting Group
  3. Practioners Guide to the Balanced Scorecard; CIMA
- Homework: 5 x Discussion Questions
- Class Activity
- Class Videos:
  1. Definition of a High-Performance Organization
Wednesday, June 29th: 18:00–20:00 Uhr  Raum: W 112  
**Topics:** Leading and Optimizing your Organizational Human Capital  
- Readings:  
  2. Business and Human Capital Challenges Today and in the Future  
- Homework: 5 x Discussion Questions  
- Class Activity  
- Class Videos:  
  1. Beyond HR: Leading the “business” of human capital management in a 24/7 world

Wednesday, July 6th: 18:00–20:00 Uhr  Raum: W 112  
**Topics:** Leading Organizational Change & the Learning Organization  
- Readings:  
  1. Leading Complex, Continuous Change; CCL  
  2. Navigating Change: A Leaders Role; CCL  
  3. Leading Change in Military Organizations; Galvin  
  4. Learning Organization; ARC  
  5. A Learning Organization  
- Homework: 5 x Discussion Questions  
- Class Activity  
- Class Videos:  
  1. Leading Organizational Change  
  2. The Learning Organization

Wednesday, July 13th: 18:00–20:00 Uhr  Raum: W 112  
**Topics:** Class Team Presentations  
- Homework: Presentation rehearsal  
- Final Exam Review

Wednesday, July 20th: 18:00–20:00 Uhr  Raum: W 112  
**Topics:** Course AAR & Final Examination  
- Homework: Course Evaluation  
- Course After Action Review  
- Final Examination

This course in Leadership concentrates on a Leader’s ability to apply skills, styles, and practices to effectively lead Business and Military, high performing organizations. It addresses Leader issues in ethics, culture, environmental complexity, problem solving and decision-making, leaning out organizations, organization and force protection from threats, strategic resource management techniques, information management, performance management, human capital management, leading organizational change and learning organization. Students will acquire skills and knowledge to develop leadership and management skills for today’s organizational challenges and environments. The course uses a mixture of lectures, readings, and selected videos. Students will exercise their writing skills through homework submissions, and oral briefing skills with a oral team presentation.
Course Evaluation
Student Engagement (Attendance/Participation/Homework): 30 percent
Team Presentation: 20 percent
Final Exam: 50 percent

TOTAL 100 percent

Readings and Course Materials: Readings and course materials will be provided in the instructors GRIPS page for student access.

Registration Period: from now until April 25, 2022

Please register by sending an email to: suzanne.weinberger@ur.de
  o Surname, first name
  o Student number
  o Home university
  o Bachelor or Master (semester)
  o permanent email address
Number of participants: 20 (first come first serve)