

# Leadership & HRM

**EM1F4M56B1**

## Program

**Bachelor**  
BAI 3A Bachelor Affaires Internationales

## UE

Leadership & HRM

## Semester

B

## Discipline

Human resources

## Contact hours

27 H

## Number of spots

45

## Open to visitors

Yes

## Language



## Coordinator

Natalie DAVID



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## List of lecturers

Lecturer(s)	Email	Contact hours - lecture
Natalie DAVID	<a href="mailto:natalie.david@em-strasbourg.eu">natalie.david@em-strasbourg.eu</a>	27 h

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**Pedagogical contribution of the course to the program**

**LEARNING GOAL 1 : Students will know, understand, and use management tools appropriately.**

Students will demonstrate knowledge of management tools in their scope of action.

Students will know how to implement their knowledge within an organization.

**LEARNING GOAL 2 : Students will demonstrate awareness of ethical business practices, diversity and sustainable development.**

Students will understand their business organization's responsibility regarding diversity, sustainable development and ethics.

**LEARNING GOAL 3 : Students will be able to adapt effectively in an international environment.**

Students will communicate their ideas effectively, both orally and in writing, in French and in two additional languages.

Students will demonstrate their ability to learn and take action when working in intercultural teams.

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## Description

The objective of this course is twofold: first, it aims at providing a broad understanding of how leaders can influence behavior and performance in organizations, at the level of the individual employee and of groups. Second, it derives practical implications for the main activities of human resource management. We will discuss theoretical foundations of organizational behavior, focus on different approaches to leadership, and consider aspects of dyadic relationships and group dynamics in relation to leadership.

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## Teaching methods

### Face-to-face

- Lectures

### In group

- Exercises
- Oral presentations
- Case studies/texts

### Interaction

- Discussions/debates

### Others

**No items in this list have been checked.**

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## Learning objectives

## Cognitive domain

Upon completion of this course, students should be able to

- - (level 2) **discuss** with their group the results of their analyses of real world situations in which leadership affects individual and group behavior
  - - (level 3) **apply** theoretical concepts to human resource management issues.
  - - (level 5) **evaluate** the contribution of different approaches to inform human resource management.
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## Affective domain

Upon completion of this course, students should be able to

- - (level 3) **argue** strategic choices for human resource policy.
  - - (level 4) **analyze** critically different theoretical approaches from organizational behavior and leadership research.
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## **Outline**

1. Introduction to leadership and human resource management
  2. Individuals in organizations
  3. Learning and development in organizations
  4. Motivation and performance management
  5. Decision making and problem-solving
  6. Leadership styles: traits, behavior and situations
  7. Dyadic relations between leaders and followers
  8. Leadership in teams
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## **No prerequisite has been provided**

### Knowledge in / Key concepts to master

Basic knowledge of human resource management

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## **Teaching material**

## Mandatory tools for the course

- Computer

## Documents in all formats

- Case studies/texts

## Moodle platform

- Upload of class documents
- Interface to submit coursework
- Assessments

## Software

**No items in this list have been checked.**

## Additional electronic platforms

**No items in this list have been checked.**

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## **Recommended reading**

Main reading material

Griffin, R. W., Phillips, J., & Gully, S. M. (2017). *Organizational behavior: Managing people and organizations* (Twelfth edition). Boston MA: Cengage Learning.

DeNisi, A. S., & Griffin, R. W. (2017). *HR: Human Resources* (4th ed.): Cengage Learning

Nahavandi, A. (2014). *The art and science of leadership* (6th ed., Pearson new international ed). Harlow: Pearson Education Limited.

Yukl, G. (2019). *Leadership in organizations, Global Edition* (9 ed.). Harlow, England: Pearson Education Limited.

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Additional literature

Foss, N. J., Pedersen, T., Reinholt Fosgaard, M., & Stea, D. (2015). Why complementary HRM practices impact performance: The case of rewards, job design, and work climate in a knowledge-sharing context. *Human Resource Management, 54*(6), 955-976. <https://doi.org/10.1002/hrm.21649>

Hollenbeck, J. R., & Jamieson, B. B. (2015). Human capital, social capital, and social network analysis: implications for strategic human resource management. *Academy of Management Perspectives, 29*(3), 370-385. <https://doi.org/10.5465/amp.2014.0140>

Judge, T. A., & Bono, J. E. (2000). Five-Factor Model of Personality and Transformational Leadership. *Journal of Applied Psychology, 85*(5), 751-765.

Liu, W., Lepak, D. P., Takeuchi, R., & Sims, H. P. (2003). Matching leadership styles with employment modes: strategic human resource management perspective. *Human Resource Management Review, 13*(1), 127-152.

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## **EM Research: Be sure to mobilize at least one resource**

Textbooks, case studies, translated material, etc. can be entered

David, N., Brennecke, J., & Rank, O. (2020). Extrinsic motivation as a determinant of knowledge exchange in sales teams: A social network approach. *Human Resource Management, 59*(4), 339-358.

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## Assessment

### List of assessment methods

**Intermediate assessment / continuous assessment 1** Other (date, pop quiz, etc.) : tbd

Written and oral / Group / English / Weight : 30 %

**Details :** Each session, one group will present a group work on the topic covered in the session. Oral presentation of 20 min done at the beginning of the session, written report of 3 pages to be submitted

**This evaluation is used to measure L01.1, L01.2, L03.3**

**Intermediate assessment / continuous assessment 2** Class no. 31 March 2023

Written (30 Min.) / Individual / English / Weight : 20 %

**Details :** Intermediate evaluation in session 7: MCQ on the content covered to this point

**This evaluation is used to measure L01.1, L02.1**

**Final evaluation** Last class

Written (120 Min.) / Individual / English / Weight : 50 %

**Details :** Final exam comprising open questions on the whole content covered by this lecture

**This evaluation is used to measure L01.1, L01.2, L02.1**