


	<h1>Module description</h1> <p>Implementation of Study Programmes</p>	<p>Code: F231-02b Page: 1 / 4 Date: 16.12.11</p>
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Module Cover Sheet	
Study Programme	MSc in Facility Management
Study Year	2018_19
Module	Change Leadership
Code	n.MA.FM.ChLS.15HS
Status	Compulsory Module
*Type	C X R M
ECTS-Credits	4
Workload	120
Regulations applications	<p>RPO vom 29. Januar 2008, Studienordnung für den Masterstudiengang MSc in Facility Management vom 24. März 2011, Anhang für den Masterstudiengang MSc in Facility Management vom 30. August 2011, angepasst am 14.4.2015 <i>(Non-binding translation: General Academic Regulations for Bachelor's and Master's degree programmes at the Zurich University of Applied Sciences on 29 January 2008, Academic Regulations for the Master's programme in Facility Management at the Zurich University of Applied Sciences on 24 March 2011, Annexe to the Academic Regulations Master of Science in Facility Management on 30 August 2011, amended on 14 April 2015)</i></p>
Module Coordinator	Dr. Steffen Raub
Telephone / Email	
Comments	For information concerning the module/course please get in contact with the programme director andrea.kofler@zhaw.ch

*Typus (Type)	<p>C Core Course/Module (Kerngebiet eines Studienprogramms)</p> <p>R Related Course/Module (Unterstützung des Kerngebiets mit Vermittlung von Vor- oder Zusatzkenntnissen)</p> <p>M Minor Course/Module (Wahl- oder Ergänzungskurs/-modul)</p>
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EUROPEAN CREDIT TRANSFER SYSTEM (ECTS)

Consecutive Sheet																															
Study Programme	MSc in Facility Management																														
Study Year	2018_19																														
Course	Change Leadership																														
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Regulations applicable	<p>RPO vom 29. Januar 2008, Studienordnung für den Masterstudiengang MSc in Facility Management vom 24. März 2011, Anhang für den Masterstudiengang MSc in Facility Management vom 30. August 2011, angepasst am 14.4.2015</p> <p><i>(Non-binding translation: General Academic Regulations for Bachelor's and Master's degree programmes at the Zurich University of Applied Sciences on 29 January 2008, Academic Regulations for the Master's programme in Facility Management at the Zurich University of Applied Sciences on 24 March 2011, Annexe to the Academic Regulations Master of Science in Facility Management on 30 August 2011, amended on 14 April 2015)</i></p>																														
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Course Coordinator	Dr. Steffen Raub																														
Telephone / Email	- Steffen.RAUB@ehl.ch																														
Lecturer(s)	Dr. Steffen Raub																														
Speaker(s)																															
Associate(s)																															

**Learning Outcomes
and Competencies**

Upon completion of this module students are able to:

Personality and personal development

- analyse major features of their own personality
- draw appropriate conclusions from self-assessments for their own leadership styles and leadership skills
- develop general self-reflective competencies

Decision-making

- recognize common cognitive biases and errors in individual and group decision-making
- apply appropriate strategies for better managerial decision-making

Leadership theories and styles

- analyse and categorize different leadership styles
- derive practical recommendations from different leadership theories

Team dynamics

- identify key features of effective teamwork
- evaluate the impact of different leadership styles on team effectiveness

Power and conflict


- analyse different sources of power in organizations
- analyse their own predominant conflict management style and apply conflict management strategies to situational features

Change leadership

- develop leadership recommendations for different stages of an organizational change process
- apply different change leadership tactics taking into account situational contingencies

Creativity and innovation

- recognize and describe essential features in an organization's structure, culture and leadership that help or hinder creativity and innovation

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EUROPEAN CREDIT TRANSFER SYSTEM (ECTS)

Course Content	<p>In fast-paced, rapidly changing business environments, the ability to conduct major organizational change projects is a key requirement for competitive success. The context of international FM is no exception to this rule.</p> <p>Leaders play an important role in organizational change processes. In this course, we will look at leadership and change leadership from a variety of different angles. Core topics that will be covered in the course include personality, individual and group decision-making, leadership styles, leadership dynamics in teams, power and conflict in organizations, organizational change processes and leadership for organizational change.</p> <p>The course will combine a rigorous review of the relevant academic theory with a strong emphasis on application and personal development.</p>
Language of Instruction	English
Expected Attendance	Attendance is expected and strongly recommended.
Assessment	<ul style="list-style-type: none"> - End of term individual written exam (80%) - Class participation (20%)
Course Materials / References	Readings/material will be provided in class.
Entrance Requirements	
Follow-up Courses	
Comments	Students are expected to acquire the theoretical background in self-study mode. In class, more in-depth knowledge will be developed by working on self-assessments, case studies, exercises and a simulation.