

## Module 6: People Management

Hochschule Bremerhaven, Bremerhaven, Germany  
& Business Academy Southwest, Esbjerg, Denmark

Module Type: Core Module	ECTS/weighting: 5 ECTS / 0.083 Full-time equivalent
Contact time: 30 hours	Self-Study: 120 hours
Frequency offered: Every 18 months	Offered in: Ostend, Belgium
Group size: max. 15 participants	

### Course theme

In order to cope with optimization and industrialization requirements on the one side and with still challenging risks on the other side the competences of every staff member as well as the leadership capabilities of managerial staff will play a crucial role in order to achieve success. Whereas a typical participant has a strong technical background and yet quite some experience in management and leadership this module offers a further development of leadership competencies based on cognitive insights and practical application.

### Aim & module specific learning outcomes

Aims of the module:

- Develop students' understanding of managing people in organisations.
- Show that leadership is a balance between meeting needs for organisational integration and adapting to the organisational, local national, international contexts.
- Make students aware of a series of new ideas, concepts, and practices of people management based on scientific insights from complexity science, behavioural science and neuroscience.

Module specific learning outcomes: Students will be able to...

- realize the aspects of effective leadership and performance management of people and organizations
- understand in-depth the inner dynamics of human brain enabling organizational decisions and boosting leadership capabilities targeting at high performance levels of individuals and teams
- understand how to manage people in organisations
- evaluate own competences in leadership

### Content

The Brain Adaptive Leadership approach will be utilized that relates to the intellectual mindset about leadership as well as to underlying emotional dynamics and brain automations. Moreover, the Complex Adaptive Leadership approach will be used to explain complexity and change in modern organizations, providing with insightful ideas and practices of how managers can deal with challenging situations. Special, emphasis will be given on leadership style and specific change management practices that enhance team and organizational performance.

## Teaching methods

- Innovative teaching methods: We strive for actual competencies needed in the industry. During class, actual consultancy tasks and problems will be presented and the MBA students will then apply theory in a real-time scenario and solve actual problems for the partner firms.
- Exercises & Behavioral Experiments: through specific exercises and behavioral experiments students will be able to make sense of issues related to the study of people management within organisations as well as to apply theoretical frameworks in practice.
- Short Clinic Cases: particular short case-studies associated with aspects of people management will be analyzed and discussed through the contribution of lectures. This method will help students to develop a particular awareness and understanding of the module's topic as well as a critical thinking.
- Self-study: We expect the participants to hold a high degree of self-discipline and show up well prepared to class, being motivated to share their knowledge.
- Live cases: Business cases will be analysed to prepare the participants for future leadership requirements within wind energy.
- Workshops: Students will meet up physically two times during the module, to solve actual problems raised by partner firms.
- Forum, chat and messaging: All students can get in contact with their lecturer and fellow students to discuss, elaborate and clarify issues, ask questions and exchange views.

## Examination:

To be able to pass the course, the participants must show understanding of the theory, be able to put the theory into a practical context and create good solutions for the study cases. The form of evaluation is a portfolio, which will consist of:

- Active involvement during physical workshops
- Oral and written presentation of assignments (including eventual updates)
- Reflection over the course and feedback

## General learning outcomes

The following general learning outcomes are covered by this module. Students will be able to..:

- Autonomously read on new theories and methods (LO1)
- Apply new theories and methods to practical challenges (LO2)
- Manage complex situations in offshore wind energy business (LO4)
- Evaluate consequences of solutions (LO7)
- Show leadership capacity and teamwork skills (LO8)
- Communicate challenges and solutions to relevant stakeholders (LO9)

**Academical subject director:**

Prof. Dr. Wolfgang Lukas, University of Applied Sciences Bremerhaven

**Lecturers:**

Prof. Alexandros Psychogios, Professor of International Human Resource Management at Birmingham City Business School / Birmingham City University

Wayne Mulhall (Senior Director) & Annelies Stiers (HR Manager) from MHI Vestas

**Literature:**

- Dimitriadis, N., & Psychogios, A. (2016). Neuroscience for Leaders: A Brain Adaptive Leadership Approach, Kogan Page
- Heifetz, R., Grashow, A. and Linsky, M. (2009), The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World, Harvard Business Press, Boston, MA.
- Kahneman, D. (2012) Thinking, Fast and Slow, Penguin.
- McMillan, E (2008) Complexity, Management and the Dynamics of Change: Challenges for Practice London, Routledge
- Obolensky, N. (2010) Complex Adaptive Leadership: Embracing Paradox and Uncertainty, Gower