

Valid from 2025.HS

Module description: Rethinking Leadership	
<b>Module Code</b>	w.MA.XX.REL.23HS
<b>ECTS Credits</b>	6
<b>Language of Instruction/Examination</b>	English
<b>Module Description</b>	The "Rethinking Leadership" teaching module examines new perspectives on leadership that go beyond traditional leadership models and take adaptability, diversity and digital transformation into account. Students learn to evaluate traditional leadership approaches and recognize their limitations in modern organizations. The focus is on innovative concepts and skills such as systemic thinking, emotional intelligence, coaching and paradoxical leadership. With the help of interactively designed teaching units, case studies and interactive discussions, they develop their own leadership strategies and train the skills to implement them. This module is designed to enable students to become innovative and reflective leaders who are able to meet the requirements of modern and future-oriented working environments.
<b>Organizational Unit</b>	Institute for Organizational Viability
<b>Module Coordinator</b>	Frithjof Müller
<b>Program and Specialization</b>	<ul style="list-style-type: none"> <li>• Business Administration - Specialization in Enterprise Development</li> </ul>
<b>Legal Framework</b>	Academic Regulations MSc in Business Administration dated 04.06.2009, Appendix to the Academic Regulations for the degree program in Business Administration (Enterprise Development), first adopted on 09.11.2021
<b>Module Category</b>	<b>Module Type</b> Compulsory
<b>Prerequisite Knowledge</b>	None
<b>Contribution to Program Learning Objectives (by the concerned Module)</b>	<ul style="list-style-type: none"> <li>• Professional Competence</li> <li>• Methodological Competence</li> <li>• Social Competence</li> <li>• Self-Competence</li> </ul>
<b>Contribution to Program Learning Objectives</b>	<p><b>Professional Competence</b></p> <ul style="list-style-type: none"> <li>• Knowing and Understanding Content of Theoretical and Practical Relevance</li> <li>• Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance</li> <li>• Evaluate Content of Theoretical and Practical Relevance</li> </ul> <p><b>Methodological Competence</b></p> <ul style="list-style-type: none"> <li>• Problem-Solving &amp; Critical Thinking</li> <li>• Scientific Methodology</li> <li>• Work Methods, Techniques, and Procedures</li> <li>• Information Literacy</li> <li>• Creativity &amp; Innovation</li> </ul> <p><b>Social Competence</b></p> <ul style="list-style-type: none"> <li>• Written Communication</li> <li>• Oral Communication</li> <li>• Teamwork &amp; Conflict Management</li> <li>• Intercultural Insight &amp; Ability to Change Perspective</li> </ul> <p><b>Self-Competence</b></p> <ul style="list-style-type: none"> <li>• Self-Management &amp; Self-Reflection</li> <li>• Ethical &amp; Social Responsibility</li> <li>• Learning &amp; Change</li> </ul>

## Module description: Rethinking Leadership

Module Learning Objectives	Students... <ul style="list-style-type: none"><li>• develop an understanding of modern leadership practices and theories.</li><li>• are able to analyze and improve their own leadership skills.</li><li>• are able to reflect on leadership and the associated skills in different contexts and actively discuss them in groups in class.</li><li>• analyze a topic in modern leadership research that can be assigned to the topic of “rethinking leadership” at a theoretical level as part of a short scientific paper.</li></ul>																																															
Module Content	<ul style="list-style-type: none"><li>• Systemic thinking</li><li>• Decision-making</li><li>• Future-ready mindset</li><li>• Emotional intelligence</li><li>• Coaching</li><li>• Positive leadership</li><li>• Paradoxical leadership</li><li>• Resilient leadership</li></ul>																																															
Links to other modules	This module is linked to the following modules:																																															
Digital Learning Resources	<ul style="list-style-type: none"><li>• Reader</li><li>• Teaching Videos</li><li>• Practice and Application Exercises (with Key)</li><li>• Case Studies (with Key)</li></ul>																																															
Methods of Instruction	<ul style="list-style-type: none"><li>• Case Studies</li><li>• Project Work</li><li>• Literature Review</li><li>• Lecture</li><li>• Explorative Learning</li><li>• Interactive Instruction</li><li>• Problem-Oriented Teaching</li><li>• Exercises</li><li>• Application Tasks</li></ul>		Social Settings Used: <ul style="list-style-type: none"><li>• Group Work</li><li>• Individual Work</li></ul>																																													
Type of Instruction	<table><tr><td></td><td>Classroom Instruction</td><td>Guided Self-Study</td><td colspan="2">Autonomous Self-Study</td></tr><tr><td>Lecture</td><td>42 h</td><td>60 h</td><td colspan="2"></td></tr><tr><td>Excercise</td><td>-</td><td>-</td><td colspan="2"></td></tr><tr><td>Project Work</td><td>4 h</td><td>34 h</td><td colspan="2"></td></tr><tr><td>Seminar</td><td>-</td><td>-</td><td colspan="2"></td></tr><tr><td>Total</td><td>46 h</td><td>94 h</td><td colspan="2">40 h</td></tr></table>					Classroom Instruction	Guided Self-Study	Autonomous Self-Study		Lecture	42 h	60 h			Excercise	-	-			Project Work	4 h	34 h			Seminar	-	-			Total	46 h	94 h	40 h															
	Classroom Instruction	Guided Self-Study	Autonomous Self-Study																																													
Lecture	42 h	60 h																																														
Excercise	-	-																																														
Project Work	4 h	34 h																																														
Seminar	-	-																																														
Total	46 h	94 h	40 h																																													
Performance Assessment	<table><tr><td colspan="2">End-of-module exam</td><td>Form</td><td>Length (min.)</td><td>Weighting</td></tr><tr><td colspan="2">-</td><td></td><td></td><td></td></tr><tr><td colspan="2">Permitted Resources</td><td colspan="3"></td></tr><tr><td colspan="5"></td></tr><tr><td colspan="2">Others</td><td>Assessment</td><td>Format</td><td>Length (min.)</td><td>Weighting</td></tr><tr><td colspan="2">Written Assignment</td><td>Grade</td><td>Einzelarbeit</td><td>0</td><td>100.00</td></tr><tr><td colspan="2">Written Assignment</td><td>Pass/Fail</td><td>Einzelarbeit</td><td>0</td><td>0.00</td></tr><tr><td colspan="2">Written Assignment</td><td>Pass/Fail</td><td>Einzelarbeit</td><td>0</td><td>0.00</td></tr></table>				End-of-module exam		Form	Length (min.)	Weighting	-					Permitted Resources										Others		Assessment	Format	Length (min.)	Weighting	Written Assignment		Grade	Einzelarbeit	0	100.00	Written Assignment		Pass/Fail	Einzelarbeit	0	0.00	Written Assignment		Pass/Fail	Einzelarbeit	0	0.00
End-of-module exam		Form	Length (min.)	Weighting																																												
-																																																
Permitted Resources																																																
Others		Assessment	Format	Length (min.)	Weighting																																											
Written Assignment		Grade	Einzelarbeit	0	100.00																																											
Written Assignment		Pass/Fail	Einzelarbeit	0	0.00																																											
Written Assignment		Pass/Fail	Einzelarbeit	0	0.00																																											
Classroom Attendance Requirement	None																																															
Compulsory Reading																																																
Recommended Reading	<ul style="list-style-type: none"><li>• Teaching script</li><li>• Course reader with relevant articles</li></ul>																																															

## Module description: Rethinking Leadership

### Comments

Requirements for the "written assignments" performance assessment: Penalty for failure to submit within the time limit -> deduction of a whole grade point from the overall module grade.