

Leadership 4.0

Module Code: DLBWPLS_E

Module Type see curriculum	Admission Requirements none	Study Level BA	CP 5	Student Workload 150 h
--------------------------------------	---------------------------------------	--------------------------	----------------	----------------------------------

Semester / Term see curriculum	Duration Minimum 1 semester	Regularly offered in WiSe/SoSe	Language of Instruction and Examination English
--	--	--	---

Module Coordinator

Prof. Dr. Michaela Moser (Leadership 4.0)

Contributing Courses to Module

- Leadership 4.0 (DLBWPLS01_E)

Module Exam Type

Module Exam

Study Format: myStudies
Exam, 90 Minutes

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Conventional understanding of leadership
- Management tools
- Leadership versus management
- Integral concept of humankind as future-oriented model
- Characteristics and competencies of leaders
- Leadership models
- Agile Leadership instruments

Learning Outcomes**Leadership 4.0**

On successful completion, students will be able to

- understand the classical theories of leadership and new leadership models.
- distinguish between the terms leadership and management.
- reflect on the understanding of successful leadership models against the background of economic changes.
- develop an understanding of the need for alternative forms of organizational directing.
- implement appropriate leadership methods according to a company's level of complexity.
- draw upon a sound theoretical understanding that they can practice in applied research.

Links to other Modules within the Study Program

This module is similar to other modules in the fields of Business Administration & Management

Links to other Study Programs of the University

All Bachelor Programmes in the Business & Management fields

Leadership 4.0

Course Code: DLBWPLS01_E

Study Level	Language of Instruction and Examination	Contact Hours	CP	Admission Requirements
BA	English		5	none

Course Description

Today, competitiveness depends more than ever on continuous innovation. This puts new demands on the management of companies. The task of successful leaders in innovation and business is no longer to offer direction and solutions, but to create a framework in which others develop innovations. This change, which is currently taking place with full force in companies, requires further developments on classic leadership concepts and its principles. Against the background of digital change and the advance of artificial intelligence, established business models are constantly being put to the test. On the one hand, it is important to work on several projects simultaneously and to adapt flexibly to changing conditions at any time; on the other hand, employees want to be integrated into the work process in a different way. Consideration and flexibility for their personal and family situation play an increasing role. Innovation and business leaders can only meet all these diverse challenges with Leadership by inspiring others to think ahead and act inter-divisionally, in other words, to be visionary. This course tries to convey knowledge, understanding and tools for this challenging field of work.

Course Outcomes

On successful completion, students will be able to

- understand the classical theories of leadership and new leadership models.
- distinguish between the terms leadership and management.
- reflect on the understanding of successful leadership models against the background of economic changes.
- develop an understanding of the need for alternative forms of organizational directing.
- implement appropriate leadership methods according to a company's level of complexity.
- draw upon a sound theoretical understanding that they can practice in applied research.

Contents

1. Basics of the Leadership Concept
 - 1.1 Definition of the Leadership Concept and Leadership Actions
 - 1.2 Development of the Understanding of Leadership
 - 1.3 The Role of Communication in Leadership
 - 1.4 New Challenges for Leadership

2. Leadership Versus Management
 - 2.1 Distinctions between these Concepts
 - 2.2 Relevance of Leadership in the Context of Technological Change
 - 2.3 New Forms of Work as a Challenge for Leadership 4.0
3. Organizational Prerequisites for Successful Leadership
 - 3.1 Launching Corporate Governance Initiatives
 - 3.2 From Process to Project Management
 - 3.3 Managing Limited Resources
4. Personal Factors for Successful Leadership
 - 4.1 Personal Characteristics
 - 4.2 Technological Know-how
 - 4.3 Policy and Compliance
5. Management Tools
 - 5.1 Definition, Differentiation and Challenges
 - 5.2 Use of Direct Management Tools
 - 5.3 Use of Indirect Management Tools
6. Leadership 4.0 Models
 - 6.1 Transformational Leadership
 - 6.2 Leadership as an Agile Role
 - 6.3 Authentic Leadership
7. Leadership 4.0 Case Studies
 - 7.1 Allsafe Jungfalk
 - 7.2 Automattic

Literature**Compulsory Reading****Further Reading**

- Au, C. v. (eds.) (2017): Characteristics and competencies of leaders. Mindfulness, self-reflection, soft skills and competence systems. Springer, Wiesbaden.
- Creusen, U./Eschemann, N. -R./Joahnn, T. (2010): Positive leadership. Psychology of successful leadership. Advanced strategies for the application of the grid model. Gabler, Wiesbaden.
- Furtner, M. R. (2017): Empowering Leadership. With self-responsible employees to innovation and top performance. Springer Gabler, Wiesbaden.
- Furtner, M. R./Baldegger, U. (2016): Self-Leadership and Leadership. Theories, models and practical implementation. Second edition, Springer Gabler, Wiesbaden.
- Manager Magazine Publishing Company (ed.) (2015): Harvard Business Manager Special: Leadership. How does leadership work in the age of digital transformation? A booklet about management in change. 37th year
- Hofer, S. (2016): More agile leadership. Simple measures for better teamwork, better performance and higher creativity. Springer Gabler, Wiesbaden.
- Kauffeld, S. (Hrsg.) (2014): Work, Organizational and Personnel Psychology for Bachelor. 2nd edition, Springer, Berlin.
- Maxwell, J. C. (2016): Leadership. The 21 most important management principles. 8th edition, fountain, pouring.
- Wilber, K. (2012): Integral Psychology. Mind, consciousness, psychology, therapy. Arbor, Freiburg.

Study Format myStudies

Study Format myStudies	Course Type Lecture
----------------------------------	-------------------------------

Information about the examination	
Examination Admission Requirements	BOLK: yes
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	Contact Hours	Tutorial	Self Test	Independent Study	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
<input type="checkbox"/> Learning Sprints®	<input type="checkbox"/> Review Book
<input checked="" type="checkbox"/> Course Book	<input type="checkbox"/> Creative Lab
<input type="checkbox"/> Vodcast	<input type="checkbox"/> Guideline
<input checked="" type="checkbox"/> Shortcast	<input checked="" type="checkbox"/> Live Tutorium/Course Feed
<input checked="" type="checkbox"/> Audio	<input type="checkbox"/> Reader
<input checked="" type="checkbox"/> Exam Template	<input checked="" type="checkbox"/> Slides

Study Format Distance Learning

Study Format Distance Learning	Course Type Online Lecture
--	--------------------------------------

Information about the examination	
Examination Admission Requirements	BOLK: yes
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	Contact Hours	Tutorial	Self Test	Independent Study	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides