

Master's Degree Programme

Leadership

Real leaders are in global demand:

Business, politics, and administration are desperately looking for young people who are able to take on the responsibility of solving complex problems and motivate other people to do their very best: open-minded people with a broad range of interests, who are motivated by new challenges, other people and other cultures and seemingly unsolvable problems.

Trainee programmes, assistant positions, and a multitude of projects – each bringing new challenges, new teams, and new cultural experiences – finally lead to the upper management of companies and organisations. Professional expertise, flexibility, and the ability to constantly adapt communication and behaviour to new situations are absolutely essential. In other words, these skills would include:

- Conceptual skills
- Innovation and change skills
- Social and communication skills

The Master's degree programme in Leadership aims at providing the market with high potentials who continuously strive to broaden their horizons and develop their own potential within companies and organisations.

The programme puts graduates on a fast and reliable track to their future careers:

- Consecutive Master's degree programme following on directly from a Bachelor's degree programme in Economics or Management
- Under certain conditions also open to graduates of programmes in subjects related to Economics or Management
- Master of Arts degree in four semesters
- International and intercultural orientation: all modules entirely taught in English
- Focus on structuring, change, and communication in organisations
- Mandatory elective oriented towards various business sectors and areas

- High proportion of practical content and intensive collaboration with a company (professional adviser)
- Small groups (about 15 students)
- Issue-based action learning: applying theoretical findings to concrete situations in an interactive, practice-oriented way
- Friendly and open atmosphere with personal supervision by staff members
- Intake in spring and autumn semester (minimum number of participants required)

Learning is fun

The Master's degree programme in Leadership has been created for students who enjoy thinking unconventionally and being confronted with intellectual challenges: students who are attracted by the idea of seeing the world through different eyes, developing innovative concepts and working together with other people to find and implement creative solutions.

On the basis of the knowledge acquired in a Bachelor's degree or "Diplom" programme, the first year focuses on enhancing existing know-how by working with text and case studies in workshops and groups. Students concentrate on innovative issues from a variety of areas such as the economy, organisational psychology and sociology. In the second year the emphasis shifts towards establishing a link between theory and practice. In the framework of an 'on-the-job assignment' students have to solve a specific problem in collaboration with top managers from renowned international companies or leaders from political, administrative, and other organisations. This phase is accompanied by block seminars at the university, communication and conflict training sessions, and two colloquia. The pioneering theoretical foundations of the programme together with the involvement of renowned industry practitioners enable students to both critically analyse and compare scientific standards on the one hand and practical needs on the other.

At the end of the second year students write their

Master's Thesis, preferably in collaboration with a company or a scientific, cultural, or social institution.

5 ECTS ●●●●● Pre-Entry Conflicts and Communication	5 ECTS ●●●●● Colloq 2 Research	20 ECTS ●●●●● Master Thesis including its defence		
5 ECTS ●●●●● Elective - Entrepreneurship and Family Business - Leading in the Public Environment - Future Leaders in Global Corporations	5 ECTS ●●●●● Colloq 1 Research	20 ECTS ●●●●● On-the-Job-Assignment		
5 ECTS ●●●●● Corporate Relations	5 ECTS ●●●●● Business and Organisational Development	6 ECTS ●●●●● Evolutionary Systems	6 ECTS ●●●●● Structuration	8 ECTS ●●●●● Leading for Results
6 ECTS ●●●●● Business Communication	6 ECTS ●●●●● Organisational Rhetorics	6 ECTS ●●●●● Complex Adaptive Systems	6 ECTS ●●●●● Conceptual Leadership	6 ECTS ●●●●● Norms and Rules

The structure of the programme

“Raise the altitude of your vision.”

This statement, addressed to the leaders of the 21st century by Ram Charan, a globally renowned expert, summarises the focus of the Master's degree programme in Leadership. Students, professors and practitioners are jointly faced with a large variety of entrepreneurial tasks, social situations, and cultures inside and outside of organisations. They learn how to interpret the economic, psychological and social agenda of players and how to make use of communication skills to manage an organisation in a targeted manner, both in good and bad times. They learn to analyse leadership situations critically, to make decisions taking into account ethical considerations, and to resolve dilemmas. They learn to reflect on their own roles as managers and to hone their understanding of social interrelations within organisations. They are able to interpret situations with a view to developing and implementing suitable leadership instruments.

The programme confronts the students with the three key challenges of business leaders:

1. Structuring

Actively structuring socio-economic organisations and creating structures and processes adapted to specific tasks and situations.

2. Change

Constantly adapting organisations to a changing global environment, the ability to develop innovations and strategies in different cultural, social, and economic contexts.

3. Communication

Dealing with people effectively according to spe-

cific situations and maintaining relationships inside and outside of the company.

During the Master's degree programme students are increasingly involved in developing creative solutions for cases. As a result, the focus gradually shifts from “structuring” to “change”.

The first year

During the first year of the programme students work together to develop a framework for the leadership of modern organisations (conceptual leadership). In the module **‘Norms and Rules’** students critically analyse the interpretation and application of both written and unwritten rules in companies and other social organisations. In this module basic principles and governance are a central theme.

During the entire degree programme students look at the game rules for communication both inside and outside of organisations from a variety of angles. The module **‘Business Communication’** focuses on the principles of communication for leaders and their internal reference groups, whereas the module **‘Organisational Rhetorics’** concentrates on the impact of communication tools on contacts both inside and outside of organisations. In addition, students learn how to maintain and extend networks and customer relationships within companies in the module **‘Corporate Relations’**.

The module **‘Complex Adaptive Systems’** focuses on systems theory, whereas the module **‘Business and Organisational Development’** focuses on creating practical tools and methods for developing and organising the implementation of business strategies. The modules are accompanied by a theoretical module entitled **‘Evolutionary Systems’**, which also focuses on and delves deeper into system theory, and the module **‘Structuration’**, which deals with the structuring of social and social-economic systems.

In **‘Leading for Results’** students take a concrete look at the results business leaders are expected to achieve and how to structure, apply and implement available resources effectively and efficiently. This can, for example, involve the development and interpretation of key performance indicators or gaining a good command of modern controlling concepts – essential know-how for today's business leaders.

The second year

On the basis of the concentrated knowledge and abilities developed during the intensive and demanding first year of study, students then go on to apply and test their skills in practice. Students have to solve a specific problem directly on the job in a company or other organisation in an **'On-the-Job Assignment'**. This assignment can be combined with the Master's Thesis, which also focuses on a concrete task in an international organisation. In order to make the most of these practical modules, students are prepared for this phase in the mandatory elective modules and the module **'Conflicts and Communication'**. Furthermore, the writing of the Master's Thesis is accompanied by two colloquia.

In the second year students are mentored by a professional adviser. As a rule, an experienced business executive acts as adviser to the student and the student carries out assistance tasks for this person during this time. Students should select the company and professional adviser independently. However, the university has established and maintains contacts with renowned executives in order to support the students with this task. In addition, the university organises "matching" interviews with business executives and community leaders at the beginning of the programme in order to offer intensive collaboration with a mentor at an executive level in the second year of studies.

Three mandatory **'Elective'** alternatives are offered in the second year, in which the students can prepare themselves for leadership tasks in specific industries and business areas.

1. Entrepreneurship and Family Business:

prepares students for a career in their own business or in another family business.

2. Leading in the Public Environment:

prepares students for leadership tasks in the public sector, in political organisations, in the arts and cultural sector, and in associations.

3. Future Leaders in Global Corporations:

prepares students specifically for a career in multinational groups.

The electives may be pooled if the number of applicants for one or more electives falls below 5 participants.

Two research-focused **'Colloquia'** in the second year deal with the transfer between theory and practice and give the students the opportunity to specialise in an area that is interesting for their future careers.