

Modulhandbuch

des drei-semesterigen Master-Studiengangs

Leadership and Psychology

Master of Arts (M.A.)

Fachbereich 3: Wirtschaft und Recht - Business and Law

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1. Qualifikationsziele

Die Absolventinnen und Absolventen des Master-Studiengangs Leadership and Psychology (M.A.) sind qualifiziert, ihre im Studium erworbenen Kompetenzen im Bereich der Führung und der Führungspsychologie in der Personal- und Organisationsentwicklung von Organisationen sowie im Rahmen von Beratungs- und Trainingstätigkeiten einzubringen. Darüber hinaus können sie eine leitende Funktion innerhalb eines Unternehmens oder einer Organisation übernehmen, in der die Übernahme von Personalverantwortung im Vordergrund steht. Auf Basis der englischsprachigen Durchführung und der internationalen Teilnehmenden des Studiengangs sind die Absolventinnen und Absolventen in besonderer Weise für eine Tätigkeit in einer international agierenden Organisation geeignet. Der Studiengang verfolgt damit die strategischen Ziele der Frankfurt University of Applied Sciences in den Bereichen Internationalität sowie Interdisziplinarität, da er sich an die Bachelor-Absolventinnen und -Absolventen verschiedener Fachrichtungen richtet. Es besteht zudem die Möglichkeit einer aufbauenden Promotion.

Absolventinnen und Absolventen erlangen ein umfassendes Verständnis wissenschaftlicher Methoden, insbesondere im Bereich der empirischen Sozialforschung. Im Rahmen ihres Studiums erwerben die Studierenden die Kompetenz zur Analyse der psychologischen Grundlagen des menschlichen Handelns sowie den darauf basierenden Führungstheorien. Sie sind dazu in der Lage, psychologische Persönlichkeitstheorien und den Einfluss von Persönlichkeitsmerkmalen auf Führungsverhalten sowie die Konzepte und Methoden zur Selbststeuerung zu reflektieren und zur Steuerung des eigenen Verhaltens sowie zur Analyse von Führungskräften einzusetzen. Aufbauend darauf erlangen die Studierenden die Fähigkeit, persönliche Führungskompetenzen individuell und gruppenbasiert zu entwickeln. Ein weiteres Ziel des Studiengangs ist der Erwerb eines ganzheitlichen Verständnisses von Führung und seinen psychologischen Wirkmechanismen und der Fähigkeit zur Analyse von Problemstellungen und Lösungsansätzen beim Führen von Organisationen und Teams. Gleichzeitig wird die Kompetenz zur Planung und Durchführung von Team- und Organisationsentwicklungsmaßnahmen entwickelt. Diese Maßnahmen beruhen auf dem Bewusstsein und der Analyse der ethischen, sozialen, ökologischen und ökonomischen Rahmenbedingungen ihres Führungshandelns. Ein Schwerpunkt des Studiums liegt auf der Befähigung zur psychologischen Verhaltensanalyse und -veränderung sowie der Evaluation der erzielten Ergebnisse in der persönlichen Arbeits- und Lebenspraxis. Der Studiengang verfolgt damit die an der Frankfurt University of Applied Sciences definierten strategischen Ziele der gesellschaftlichen Verantwortung und der Praxisnähe.

Die Absolventinnen und Absolventen des Studiengangs erwerben die Kompetenzen um,

- wissenschaftliche Fragestellungen aus dem Bereich der Führungspsychologie auf dem Stand der aktuellen Forschungslage zu entwickeln, Forschungsansätze abzuleiten, diese mit wissenschaftlichen Verfahren und Methoden zu bearbeiten und zu verschriftlichen.
- komplexe psychologische und führungstheoretische Zusammenhänge und Fragestellungen sowie Lösungsräume selbständig zu erkennen, zu analysieren und zu kommunizieren.
- eigenes Führungshandeln zu verstehen sowie Führungshandeln bei anderen Menschen auf Basis ihrer führungspsychologischen Kompetenzen zu analysieren und zu entwickeln.
- die organisatorischen und teambasierten Dimensionen und Einflussfaktoren einer zielorientierten Mitarbeiterführung zu verstehen und Veränderungsprozesse aktiv zu gestalten.

- ethische und gesellschaftliche Anforderungen an nachhaltige Führung zu reflektieren und Leitlinien für Organisationen sowie Individuen zu formulieren und zu vermitteln.
- Führungsverhalten in der eigenen Arbeits- und Lebenspraxis zu analysieren, Entwicklungspläne zu entwerfen und umzusetzen sowie den Erfolg von Veränderungsmaßnahmen zu evaluieren.
- in der projektbezogenen Zusammenarbeit mit anderen zu strukturieren, zu managen, zu führen und Verantwortung zu übernehmen.

2. Empfohlener Studienverlaufsplan

							ECTS Punkte (CP)
Semester 3	Cognitive Decision Making 5 CP	Master Thesis with Colloquium 25 CP					30
Semester 2	Leading Teams 5 CP	Leadership and Ethics 5 CP	Empowerment and Coaching 5 CP	Developing Organizations 5 CP	Psychological Leadership Theories 5 CP	Leadership Practice II 5 CP	30
Semester 1	Research Methods 5 CP	Psychological Foundations 5 CP	Self Leadership and Personality 5 CP	Leading Change 5 CP	Boundaryless Leadership 5 CP	Leadership Practice I 5 CP	30

3. Modul- und Prüfungsübersicht

Nr.	Modultitel	ECTS [CP]	Dauer [Sem.]	Prüfungsform	Sprache
1. Semester					
1	Research Methods	5	1	End-of-placement report (processing time 4 weeks) with presentation (at least 10, at most 15 minutes) Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS	English
2	Psychological Foundations	5	1	Portfolio examination consisting of: 1. Presentation (at least 10, at most 15 minutes), weighting 50% 2. Written examination (60 minutes), weighting 50% Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS	English
3	Self Leadership and Personality	5	1	Written homework assignment (processing time 8 weeks) Grading scheme: pass/fail	English
4	Leading Change	5	1	Portfolio examination consisting of: 1. Presentation (at least 5, at most 15 minutes) with written assignment (processing time 2 weeks), weighting 50% 2. Written examination (60 minutes), weighting 50% Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS	English
5	Boundaryless Leadership	5	1	Project work (processing time 5 weeks) with presentation (at least 15, at most 20 minutes) Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS	English
11	Leadership Practice I	5	1	Written homework assignment (processing time 12 weeks) Grading scheme: pass/fail	English
2. Semester					
6	Leading Teams	5	1	Project work (processing time 6 weeks) with presentation (at least 20, at most 30 minutes) Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS	English
7	Psychological Leadership Theories	5	1	Portfolio examination consisting of: 1. Presentation (at least 15, at most 30 minutes), weighting 50% 2. Written examination (60 minutes), weighting 50%	English

				Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS	
8	Empowerment and Coaching	5	1	Portfolio examination consisting of: 1. Detailed report on three coaching sessions including critical self-reflection (Sessions will be conducted, documented and reflected in the report over 8 weeks of the module) weighting 80% 2. Written examination (45 minutes), weighting 20% Grading scheme: pass/fail	English
9	Developing Organizations	5	1	Portfolio examination consisting of: 1. Written homework assignment (processing time 4 weeks), weighting 60% 2. Oral examination (at least 5, at most 15 minutes), weighting 40% Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS	English
10	Leadership & Ethics	5	1	Project work (processing time 5 weeks) with presentation (at least 15, at most 20 minutes) Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS	English
12	Leadership Practice II	5	1	Written homework assignment (processing time 12 weeks) Grading scheme: pass/fail	English
3. Semester					
13	Cognitive Decision Making	5	1	Project work (processing time 6 weeks) with presentation (20-30 minutes). Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS	English
14	Master Thesis with Colloquium	25	1	Master-Thesis (processing time 20 weeks) with Colloquium (at least 30, at most 45 minutes) Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS	English

Module 1: Research Methods

Module title	Research Methods
Module number	1
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	1
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each winter semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	End-of-placement report (processing time 4 weeks) with presentation (at least 10, at most 15 minutes) Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS
Learning outcomes / skills	The module builds on the methodological skills acquired during the degree programme or the bridge semester. Students are able to apply advanced methods of empirical research, such as methods of data analysis, interpretation and presentation. Students can explain and know the difference between quantitative and qualitative research methods. Students will know and are able to apply the basic methods of qualitative and quantitative research and can apply them to practical examples. They are able to design questionnaires and to carry out a small quantitative or qualitative research study based on real data sets. Students understand how to manage each step of the research process and are able to prepare academic research papers and presentations independently and under guidance. Students are able to apply their knowledge in the area of empirical research and management. They can analyse complex real-world business problems and present their results adequately and effectively. Students have sharpened their analytical skills and are able to formulate and communicate research questions appropriately. They can use appropriate analytical software tools such as SPSS or the open source software R. They are able to carry out basic statistical analyses and evaluate and interpret the results based on their statistical knowledge.
Course title	Research Methods (4 SWS)

Module content	<p>Introduction to empirical economic and management research</p> <p>Philosophy of science and the logical sequence of research</p> <p>Scientific theory</p> <p>Process of empirical work</p> <p>Methods and techniques of empirical research</p> <p>Qualitative and quantitative methods in economics and social sciences</p> <p>Methods of verification and justification of theories and hypotheses</p> <p>Data collection techniques, questionnaire construction and expert interviews</p> <p>Methods of results analysis, incl. data interpretation and preparation</p> <p>Ability to interpret results and present them clearly</p>
Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	<p>Field, A.: Discovering Statistics Using SPSS (6th Edition.). Sage Publications Ltd.</p> <p>Field, A./Miles, J.: Discovering Statistics Using R. London ; Thousand Oaks, Sage Publications Ltd.</p> <p>McClave, J. T./Benson, P. G./Sincich, T. L.: Statistics for Business and Economics. Pearson, current edition</p> <p>Saridakis, G./Cowling, M.: Handbook of Quantitative Research Methods in Entrepreneurship. Edward Elgar Publishing</p> <p>Saunders, M.: Research Methods for Business Students, Pearson, current edition</p> <p>In the recent edition.</p>
Module coordination	Prof. Dr. Panagiotis Kitmeridis
Teachers	Prof. Dr. Panagiotis Kitmeridis, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	<p>Recommended previous knowledge:</p> <p>Basic methods of empirical research</p>
U!REKA-Module	No

Module 2: Psychological Foundations

Module title	Psychological Foundations
Module number	2
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	1
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each winter semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Portfolio examination consisting of: 1. Presentation (at least 10, at most 15 minutes), weighting 50% 2. Written examination (60 minutes), weighting 50% Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS
Learning outcomes / skills	Students know psychological concepts from the fields of general psychology, differential psychology and social psychology. They explain, compare and reflect on these concepts (e.g. motivation, personality, social identity). They transfer their theoretical knowledge to case studies of leadership and evaluate the behaviour of employees and managers in psychological terms. They derive suggestions for adapting leadership behaviour. Students analyse human behaviour on the basis of underlying emotions and cognitions and are able to recognise and describe relationships between behaviour, emotions and cognitions. They research, analyse and interpret psychological literature. Students reflect on psychological concepts in relation to their own experience and behaviour. They explain psychological topics in an understandable way and are able to communicate them in a situation-related manner.
Course title	Psychological Foundations (4 SWS)
Module content	Psychological concepts of general psychology, differential psychology and social psychology. Essential concepts of General Psychology, Differential Psychology and Social Psychology: History of Psychology; Evolutionary Psychology; Process and State Theories of Motivation; Job Demands-Resources

	Theory; Personality Theories; Self-Esteem and Self-Efficacy; Attribution Theory; Social Identity Theory.
Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	Lutz, C./Fredrickson, B./Loftus, G./Nolen-Hoeksema, S.: Atkinson and Hilgard's Introduction to Psychology, Boston. Musek, J.: Personality Psychology: A New Perspective, Berlin. Hogg, M./Vaughan, G.: Social Psychology, London. Heckhausen J./Heckhausen, H. (Edit.): Motivation and Action, Berlin. In the recent edition.
Module coordination	Prof. Dr. Christoph Desjardins
Teachers	Prof. Dr. Christoph Desjardins, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	Recommended previous knowledge: None
U!REKA-Module	No

Module 3: Self Leadership and Personality

Module title	Self Leadership and Personality
Module number	3
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	1
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each winter semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Written homework assignment (processing time 8 weeks) Grading scheme: pass/fail
Learning outcomes / skills	<p>Students know psychological concepts from the fields of differential psychology and positive psychology. They explain, compare and reflect on these concepts (e.g. emotional intelligence, resilience). They recognize and utilize the role of emotions as biological feedback on the effectiveness and efficiency of individual actions, thoughts and interactions with others. They analyze their work/life balance to gain a more strategic view of their life resource management and values allowing for greater personal self-response-ability, value and resiliency. They define and classify through personal experience their physical stress levels and demonstrate their skills in becoming physically calmer, mentally clearer, connected with others, and more centered and grounded in their experience of themselves in relationships and while leading others.</p> <p>Student conduct reality testing by distinguishing between observations and evaluations necessary for reality based self-responsibility.</p> <p>Students understand how to lead in an authentic way as leader and member of a business organization based on their awareness of their personality. They create an Individual Development Plan to develop their emotional and self-leadership competencies.</p>
Course title	Self Leadership and Personality (4 SWS)
Module content	Essential concepts of Differential Psychology and Positive Psychology.

Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	<p>Bar-on, R./Parker, J.D.A. (Edit.): The Handbook of Emotional Intelligence: The Theory and Practice of Development, Evaluation, Education, and Application - at Home, School, and in the Workplace, San Francisco.</p> <p>Dronnen, M.: Positive Leadership. Using Positive Psychology for a Better Workplace Culture, Berlin.</p> <p>Goleman, D.: Emotional Intelligence, New York.</p> <p>Marques, J. (Edit): The Palgrave Handbook of Fulfillment, Wellness, and Personal Growth at Work, Basingstoke.</p> <p>Newcombe, S./O'Brien-Kop, K. (Edit.): Routledge Handbook of Yoga and Meditation Studies, London.</p> <p>In the recent edition.</p>
Module coordination	Prof. Dr. Christoph Desjardins
Teachers	Prof. Dr. Christoph Desjardins, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	Recommended previous knowledge: None
U!REKA-Module	No

Module 4: Leading Change

Module title	Leading Change
Module number	4
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / workload (h)	5 CP / 150 hours
Recommended semester of study	1
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each winter semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Portfolio examination consisting of: 1. Presentation (at least 5, at most 15 minutes) with written assignment (processing time 2 weeks), weighting 50% 2. Written examination (60 minutes), weighting 50% Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS
Learning outcomes / skills	Upon successful completion of this module, students will be able to analyze key change management theories, models, and frameworks, and evaluate their applicability in different organizational contexts. They will diagnose the need for change and assess the impact of internal and external factors influencing organizational transformation. Students will be able to evaluate change management strategies that consider leadership, organizational culture, and stakeholder engagement. In doing so, they will explore adequate communication measures by crafting compelling narratives and addressing resistance through strategic interventions. Students will apply change management principles to real-life cases through case study work and simulations, demonstrating practical problem-solving skills. They will critically reflect on their professional role as a change agent and leader of change management processes.
Course title	Leading Change (4 SWS)
Module content	<ul style="list-style-type: none"> - Forms and causes of change - Analysis of the need for change - Phases and models in change management - Change story and change agents - Project organization

	<ul style="list-style-type: none"> - Stakeholder management: participation and integration - Internal and external consultants - Information and communication policy - Change leadership - Overcoming barriers to change - Dealing with resistance and conflicts - Monitoring progress and measuring impact - Evolution and continuous change
Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	<p>Kotter, J. P.: Leading Change, Boston, Massachusetts. Lauer, T.: Change Management. Fundamentals and Success Factors, Berlin. von Hehn, S./Cornelissen, N. I./Braun, C.: Culture Change in Organizations. A Toolkit for Applied Psychology in Change Management, Berlin.</p> <p>In the recent edition.</p>
Module coordination	Prof. Dr. Veronika Kneip
Teachers	Prof. Dr. Veronika Kneip, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	
U!REKA-Module	No

Module 5: Boundaryless Leadership

Module title	Boundaryless Leadership
Module number	5
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	1
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each winter semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Project work (processing time 5 weeks) with presentation (at least 15, at most 20 minutes) Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS
Learning outcomes / skills	Students know the complexity and dynamics of the environment and understand the challenges for leadership. They are familiar with leadership approaches and are able to identify leadership challenges and projects. Students are able to: <ul style="list-style-type: none"> - identify leadership challenges in a complex und dynamic environment, - analyze how they promote a holistic understanding of leadership, - describe how they develop relationship in virtual, agile and non-hierarchical settings, - explain how they encounter dissolving boundaries of organizations, hierarchies, working structures and cultures, - discuss the importance of resilience and prerequisites to develop resilience and to present facts, reflections and conclusions in a structured manner and arguing in professional contexts - to work in groups and reflect on complex topics.
Course title	Boundaryless Leadership (4 SWS)
Module content	<ul style="list-style-type: none"> - Different understandings of Leadership - Leadership challenges in the VUCA World - Approaches to leadership in a complex and disruptive environment - Leading in virtual, agile and non-hierarchical settings - Relationship Management

	<ul style="list-style-type: none"> - Leading heterogeneous groups - Developing Resilience
Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	<p>Arthur, M./ Rousseau, D.: The boundaryless career: A new employment principle for a new organizational era. Oxford.</p> <p>Daheim, C./ Wintermann, O., Glenn, J./ Korn, J./ Schoon, C.: Work 2050: Three Scenarios, Gütersloh.</p> <p>Johansen, B.: The new leadership literacies: Thriving in a future of extreme disruption and distributed everything, Oakland.</p> <p>Mike, B./ Rousseau, D.M.: Footprints in the Sand: Denise Rousseau. Organizational Dynamics, Vol. 44(3), 2015, 243- 252.</p> <p>Picot, A./ Reichwald, R./ Wigand, R. T., Möslin/ K. M., Neuburger, R./ Neyer, A. K.: The Boundaryless Enterprise: Information, Organization & Leadership, Wiesbaden.</p> <p>Quaquebeke, N. V./ Gerpott, F. H.: The Now, New, and Next of Digital Leadership: How Artificial Intelligence (AI) Will Take Over and Change Leadership as We Know It. Journal of Leadership & Organizational Studies, 2023, 30(3), 265-275.</p> <p>Robbins, S., Judge, T. A./ Campbell, T.: Organizational Behavior. Harlow.</p> <p>Yukl, G.: Leadership in Organizations, Essex.</p> <p>In the recent edition.</p>
Module coordination	Prof. Dr. Regine Graml
Teachers	Prof. Dr. Regine Graml, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	
U!REKA-Module	No

Module 6: Leading Teams

Module title	Leading Teams
Module number	6
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	2
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each summer semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Project work (processing time 6 weeks) with presentation (at least 20, at most 30 minutes) Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS
Learning outcomes / skills	<p>The learning objective of this module is aimed primarily at developing and expanding methodological and social skills.</p> <p>The students work on a project in self-organised teams with accompanying supervision.</p> <p>The students have gone through the various phases of a team development process. They are capable to work together intensively to achieve a project's goals, can assess their own abilities, use creative and decision-making freedom autonomously and define how to develop it further.</p> <p>The students can explain and critically reflect on the various phases of the team development processes they have gone through, and in doing so explain the characteristics, definition and variants of team development .</p> <p>They are able to analyse and critically reflect on their own actions in the team development process in accompanying supervision. This also includes potential conflict situations.</p> <p>Students can validate group dynamic processes from a meta-perspective. They critically reflect on the normative component of teamwork in companies and society.</p>
Course title	Leading Teams (4 SWS)
Module content	<p>Team Development Techniques and Practice:</p> <ul style="list-style-type: none"> • Definitions and variants of team development • Characteristics of a team

	<ul style="list-style-type: none"> • Organisational and personal development as components of successful team development • Phase model of team development • Different role models for team members • Influence and success factors of team development • Resistance and conflict situations • Experiencing and reflecting on a team development process in small groups
Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	<p>Carpenter, M.A.(Edit.): Handbook of research on top management teams, Cheltenham.</p> <p>Georgiades, Stavros: Organization Management – Dynamic Creative Team Coordination, Wiesbaden.</p> <p>Huber, M.: Resilience in the team, Wiesbaden.</p> <p>Levi, D.J./Askay, D.A.: Group dynamics for teams, Los Angeles.</p> <p>Salas, E./Vessey, W.B./Blackwell Landonm L. (Edit.): Team dynamics over time, Bingley.</p> <p>In the recent edition.</p>
Module coordination	Prof. Dr. Christoph Desjardins
Teachers	Prof. Dr. Christoph Desjardins, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	Recommended previous knowledge: None
U!REKA-Module	No

Module 7: Psychological Leadership Theories

Module title	Psychological Leadership Theories
Module number	7
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	2
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each summer semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Portfolio examination consisting of: 1. Presentation (at least 15, at most 30 minutes), weighting 50% 2. Written examination (60 minutes), weighting 50% Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS
Learning outcomes / skills	<p>Students know all relevant leadership theories, from the first leadership leadership theories (Great Man Theory) to the most recent concepts. They explain and reflect on these concepts based on their historical background and impact. They compare the leadership theories and evaluate their theoretical strength and weaknesses and their empirical validity based on the underlying psychological concepts and the principles of scientific thinking and methodology.</p> <p>Students transfer their theoretical knowledge to case studies of leadership and evaluate the behaviour of employees and managers in terms of the leadership different theories. They derive suggestions for adapting leadership behaviour.</p> <p>Students research, analyse and interpret psychological leadership literature. They understand the principles of psychological theory building and can develop their own psychological research questions and theoretical assumptions about leadership behaviour</p> <p>Students are able to communicate and discuss leadership theories in a scientific manner. They cooperate in teams to reflect on and share scientific insights with others.</p>
Course title	Psychological Leadership Theories (4 SWS)

Module content	Content, psychological foundations, historical background and theoretical, empirical & practical validity of leadership theories. E.g.: Great Man Theory; Situational Leadership Theories; Dyadic Leadership; Value-based Leadership; Charismatic Leadership; Transformational Leadership; Leadership Taxonomies; Servant Leadership; Positive Leadership; Authentic Leadership; Agile Leadership.
Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	Dhiman, S.K./Robert, G.E. (Edit.). The Palgrave Handbook of Servant Leadership, Berlin. Harrison, C.: Leadership Theory and Research. A Critical Approach to New and Existing Paradigms, Basingstoke. Northouse, P.G.: Leadership: Theory and Practice. New York. Yukl, G./Gardner, W.L. III: Leadership in Organizations, London. In the recent edition.
Module coordination	Prof. Dr. Christoph Desjardins
Teachers	Prof. Dr. Christoph Desjardins, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	Recommended previous knowledge: None
U!REKA-Module	No

Module 8: Empowerment and Coaching

Module title	Empowerment and Coaching
Module number	8
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	2
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each summer semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Portfolio examination consisting of: 1. Detailed report on three coaching sessions including critical self-reflection (Sessions will be conducted, documented and reflected in the report over 8 weeks of the module) weighting 80% 2. Written examination (45 minutes), weighting 20% Grading scheme: pass/fail
Learning outcomes / skills	Students distinguish and explain the differences between Coaching, Empowerment, Supervision, Mentoring, Counseling and Therapy. Students have the ability to analyse the use of power and power (im)balances in social/organizational contexts. Students describe relevant theoretical foundations for leadership coaching. Students apply essentials of theories of change and goal theory and translate these into practical coaching applications. Students demonstrate a set of coaching and empowerment skills in individual settings and justify selected coaching techniques. They can critically reflect about limitations, boundaries and role ambiguities of leadership coaching.
Course title	Empowerment and Coaching (4 SWS)
Module content	Conceptual foundations (Coaching, Mentoring, Empowering, Workplace Counseling); Fundamentals in the psychology of Coaching e.g. Theory of change; Goal theory, Aspects of cognitive behavioral theory and learning theory); Coaching efficacy; Empowerment theory and empowerment efficacy; Ethical principles; Coaching process design; Applied coaching and empowerment skills and experiencing these as a coach, coachee and

	process observer; Professional role distinctions (Coach, Leader, Leader as a coach); Limitations and boundaries of Coaching and Empowerment.
Learning and teaching formats	Seminar with exercise
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	<p>Hawkins, P., & Turner, E. (2020). Systemic coaching: Delivering value beyond the individual. Routledge: New York</p> <p>Hawkins, P. (Ed.). (2014). Leadership team coaching in practice: Developing high-performing teams. Kogan Page Publishers: London</p> <p>Passmore, J., Peterson, D., & Freire, T. (2013). The psychology of coaching and mentoring. The Wiley-Blackwell handbook of the psychology of coaching and mentoring. Wiley-Blackwell</p> <p>Theeboom, T., Beersma, B., & Van Vianen, A. E. (2014). Does coaching work? A meta-analysis on the effects of coaching on individual level outcomes in an organizational context. The journal of positive psychology, 9(1), 1-18.</p> <p>Schutz, A. (2019). Empowerment: a primer. Routledge: New York</p> <p>Avelino, F. (2017). Power in sustainability transitions: Analysing power and (dis) empowerment in transformative change towards sustainability. Environmental Policy and Governance, 27(6), 505-520.</p> <p>Chen, G., Kirkman, B. L., Kanfer, R., Allen, D., & Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. Journal of applied psychology, 92(2), 331.</p> <p>Further literature will be provided during the course.</p> <p>In the recent edition.</p>
Module coordination	Prof. Dr. Timo von Wirth
Teachers	Prof. Dr. Timo von Wirth, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	<p>Recommended previous knowledge: None</p> <p>Comments: None</p>
U!REKA-Module	No

Module 9: Developing Organizations

Module title	Developing Organizations
Module number	9
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	2
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each summer semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Portfolio examination consisting of: 1. Written homework assignment (processing time 4 weeks), weighting 60% 2. Oral examination (at least 5, at most 15 minutes), weighting 40% Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS
Learning outcomes / skills	Upon successful completion of this module, students will be able to analyze organizations in a dynamic environment. They will assess how external factors such as technological advances, economic trends and societal changes affect organizational structures and leadership approaches. Based on this, they will evaluate different organizational models, particularly in the context of de-hierarchization. Students will also develop strategies for designing new work models in organizations to sustainably increase employee engagement and well-being through meaningful work design. They will develop measures for dealing with an intergenerational and intercultural workforce, promoting gender equality, and managing health issues. Finally, students will reflect on how organizational and leadership structures affect talent attraction and retention in a competitive labor market. Students will independently research supplementary materials related to the topics of the module, acquire new knowledge, reflect critically and present their findings in an academically sound manner.
Course title	Developing Organizations (4 SWS)
Module content	- Organizations in a dynamic environment - Designing organizational structures and hierarchies - Shaping New Work in organizations: meaning and purpose, designing the workplace, designing working time

	<ul style="list-style-type: none"> - Leading with diversity, equity and inclusion: dealing with an intergenerational and intercultural workforce, promoting gender equality, managing health issues - Attracting and retaining talent: employer branding, job crafting, new leadership models, rethinking performance management
Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	<p>Knappertsbusch, I./Wisskirchen (eds.): The Future of Work. Shaping New Work with Flexibility and Legal Certainty, Wiesbaden.</p> <p>Reitzig, M.: Get Better at Flatter. A Guide to Shaping and Leading Organizations with Less Hierarchy, Cham.</p> <p>Serrat, O.: Leading Organizations of the Future. A New Framework, Singapore.</p> <p>In the recent edition.</p>
Module coordination	Prof. Dr. Veronika Kneip
Teachers	Prof. Dr. Veronika Kneip, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	
U!REKA-Module	No

Module 10: Leadership & Ethics

Module title	Leadership & Ethics
Module number	10
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	2
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each summer semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Project work (processing time 5 weeks) with presentation (at least 15, at most 20 minutes) Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS
Learning outcomes / skills	The students are familiar with ethical theories and are able to distinguish and apply ethical theories to different scenarios and projects. The students are able to: <ul style="list-style-type: none"> - identify possible ethical dilemmas and apply different ethical principles and theories, - analyze a manager's and employee's role and responsibility and their own responsibility, - describe how the underlying values influence the decision making process, - explain how they encounter ambiguous situations on the basis of ethical principles, - discuss how tools of ethic management can be applied effectively and their limitations, - presenting facts, reflections and conclusions in a structured manner and arguing in professional contexts.
Course title	Leadership & Ethics (4 SWS)
Module content	<ul style="list-style-type: none"> - The nature of Ethical dilemmas - Ethical theories (non-consequentialist ethics and consequentialist ethics) - Ethical principles - Diverging interests of stakeholders as cause for ethical dilemmas

	- Understanding of Ethical leadership and decision making - Tools of ethics management and their effect
Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	Ciulla, J. B.: The Search for Ethics in Leadership, Business, and Beyond, Newark. Ciulla, J. B.: Ethics, the Heart of Leadership, In Responsible Leadership, Routledge, 2006, 17-32. Crane, A./ Matten, D./ Glozer, S./ Spence, L. J.: Business Ethics, Oxford. Fisher, C./ Lovell, A.: Business Ethics and Values: Individual, Corporate and International Perspectives, Essex. McEwan, T.: Managing Values and Beliefs in Organizations, Harlow. In the recent edition.
Module coordination	Prof. Dr. Regine Graml
Teachers	Prof. Dr. Regine Graml, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	
U!REKA-Module	No

Module 11: Leadership Practice I

Module title	Leadership Practice I
Module number	11
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	1
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each winter semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Written homework assignment (processing time 12 weeks) Grading scheme: pass/fail
Learning outcomes / skills	<p>Students refer to the underlying psychological principles of leadership behavior when analysing their own behavior at work. They explain the fundamental leadership tasks. They use leadership tools, for instance feedback, management by objectives and coaching with their team members and colleagues.</p> <p>Students reflect their own behavior towards the feeling, thinking and acting of team members/colleagues and customers at work. They evaluate leadership behaviour with psychological measurement tools. They report their own leadership behaviour and analyse and reflect external feedback for developing it to achieve work satisfaction and motivation of their co-workers. They fulfill the role of a good leader based on personal values and ethical-psychological insights.</p>
Course title	Leadership Practice I (4 SWS)
Module content	Implementing psychological concepts of leadership in the individual business practice and/or the individual behaviour towards others (e.g. co-students, co-members in associations). Fundamental leadership tasks and their implementation into daily leadership behaviour. Measuring, feedbacking and developing individual leadership competencies based on instruction and individual coaching interactions.

Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	<p>Bar-on, R./Parker, J.D.A. (Edit.): The Handbook of Emotional Intelligence: The Theory and Practice of Development, Evaluation, Education, and Application - at Home, School, and in the Workplace, San Francisco.</p> <p>Cotter-Lockard, D.(Edit.): Authentic Leadership and Followership. International Perspectives, London.</p> <p>Dronnen, M.: Positive Leadership. Using Positive Psychology for a Better Workplace Culture, Berlin.</p> <p>In the recent edition.</p>
Module coordination	Prof. Dr. Christoph Desjardins
Teachers	Prof. Dr. Christoph Desjardins, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	Recommended previous knowledge: None
U!REKA-Module	No

Module 12: Leadership Practice II

Module title	Leadership Practice II
Module number	12
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	2
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each summer semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Written homework assignment (processing time 12 weeks) Grading scheme: pass/fail
Learning outcomes / skills	Students use leadership tools, for instance feedback, management by objectives and coaching with their team members and colleagues. Students reflect their own behavior towards the feeling, thinking and acting of team members/colleagues and customers at work. They evaluate leadership behaviour with psychological measurement tools. They report their own leadership behaviour and analyse and reflect external feedback for developing it to achieve work satisfaction and motivation of their co-workers. They fulfill the role of a good leader based on personal values and ethical-psychological insights.
Course title	Leadership Practice II (4 SWS)
Module content	Implementing psychological concepts of leadership in the individual business practice and/or the individual behaviour towards others (e.g. co-students, co-members in associations). Measuring, feedbacking and developing individual leadership competencies based on instruction and individual coaching interactions.
Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h

Independent study (h)	90 h
Practice hours (h)	0 h
Literature	<p>Baron, R./Parker, J.D.A. (Edit.): The Handbook of Emotional Intelligence: The Theory and Practice of Development, Evaluation, Education, and Application - at Home, School, and in the Workplace, San Francisco.</p> <p>Cotter-Lockard, D.(Edit.): Authentic Leadership and Followership. International Perspectives, London.</p> <p>Dronnen, M.: Positive Leadership. Using Positive Psychology for a Better Workplace Culture, Berlin.</p> <p>In the recent edition.</p>
Module coordination	Prof. Dr. Christoph Desjardins
Teachers	Prof. Dr. Christoph Desjardins, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	Recommended previous knowledge: Module Leadership Practice I
U!REKA-Module	No

Module 13: Cognitive Decision Making

Module title	Cognitive Decision Making
Module number	13
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	5 CP / 150 hours
Recommended semester of study	3
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each winter semester
Admission requirement(s) for the module and module examination	None
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Project work (processing time 6 weeks) with presentation (20-30 minutes). Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS
Learning outcomes / skills	<p>Students know cognitive concepts from the fields of general psychology, cognitive psychology and neurosciences. They explain, compare and reflect on these concepts (e.g. memory, cognitive biases, decision making). They transfer their theoretical knowledge to case studies of leadership and describe the decision making cognitions of managers in psychological terms.</p> <p>Students analyse cognitive decision making of leaders on the basis of neuroscientific processes, biases and heuristics and reasoning and hypothesis testing and are able to recognise decision making errors. They propose measures and training methods to overcome these cognitive pitfalls.</p> <p>Students research, analyse and interpret psychological literature.</p> <p>Students reflect on cognitive psychological concepts in relation to their own experience and behaviour. They explain decision making processes and errors in an understandable way and are able to communicate them in a situation-related manner.</p>
Course title	Cognitive Decision Making (4 SWS)
Module content	Essential concepts of General, Cognitive Psychology and Neurosciences: Memory; information processing; cognitive biases; neuropsychology. Concepts and application of cognitive decision making processes: thinking;

	problem solving and expertise; judgement and decision making; reasoning and hypothesis testing.
Learning and teaching formats	Seminar-based Course
SCH of the module	4 SWS
Contact hours (h)	60 h
Independent study (h)	90 h
Practice hours (h)	0 h
Literature	<p>Dawson, R.W.D: What is cognitive psychology?, Athabasca.</p> <p>Döbrich, C.M.G.: Cognitive biases in economic decision making – three essays on debiasing, München.</p> <p>Eysenck, M.W./ Keane, M.T.: Cognitive Psychology. A Students's Handbook. London.</p> <p>Kahnemann, D.: Thinking fast and slow, New York.</p> <p>Pohl, R.F.: Cognitive Illusions, London.</p> <p>Tunney, R.: A Primer of Judgement and Decision Making, Berlin.</p> <p>In the recent edition.</p>
Module coordination	Prof. Dr. Christoph Desjardins
Teachers	Prof. Dr. Christoph Desjardins, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	Recommended previous knowledge: None
U!REKA-Module	No

Module 14: Master Thesis with Colloquium

Module title	Master Thesis with Colloquium
Module number	14
Module usability	Leadership and Psychology (4 Semester) (M.A.)
Module duration	One semester
Module relevance	Compulsory module
ECTS points (CP) / work-load (h)	25 CP / 750 hours
Recommended semester of study	3
Language(s) of instruction for this module	English
Language(s) of examination for this module	English
Availability	Each semester
Admission requirement(s) for the module and module examination	At least 30 ECTS
Requirements for awarding ECTS points:	
A) Prerequisite assessments for admission to the module examination (type, workload, duration and grading scheme)	None
B) Final module assessment (type, workload, duration and grading scheme)	Master-Thesis (processing time 20 weeks) with Colloquium (at least 30, at most 45 minutes) Grading scheme: graded as per §15 AB BA/MA Frankfurt UAS
Learning outcomes / skills	The Master's thesis is a supervised final thesis that demonstrates the ability to independently apply scientific methods within a given period of time. On the basis of in-depth and/or specialised knowledge, particularly in the field of leadership, students generate solutions to problems in new and unfamiliar subject areas . Students find their own research topics and select suitable methods of operationalisation, justifying their choices. They critically reflect on the results and point out any open questions. The Master's thesis is to be submitted in writing.
Course title	
Module content	
Learning and teaching formats	
SCH of the module	0 SWS
Contact hours (h)	0 h
Independent study (h)	0 h
Practice hours (h)	0 h

Literature	In the recent edition.
Module coordination	Prof. Dr. Christoph Desjardins
Teachers	Prof. Dr. Christoph Desjardins, lecturers of the faculty
Notes (In particular, recommended prior knowledge)	Recommended previous knowledge: Module Research Methods.
U!REKA-Module	No