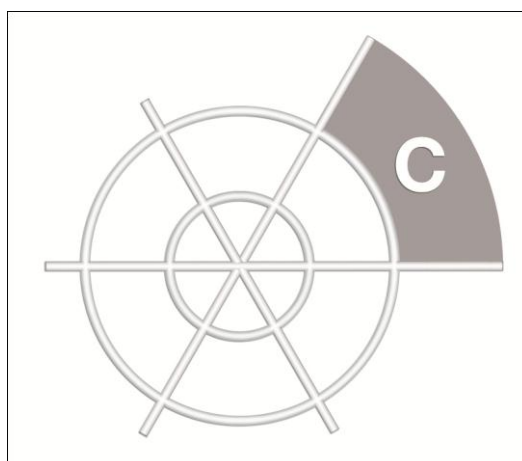




EBC*L LEVEL C

Learning Target Catalogue

(as per 09/2011)



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Topic

BASICS OF LEADERSHIP

TOPIC	LEARNING TARGET
1. Leadership environment	1.1. Ability to explain the primary factors influencing one's own Leadership environment and their effect on the tasks of a manager.
	1.2. Ability to explain the primary factors influencing the operational environment (of the company) and their effect on the tasks of a manager.
	1.3. Ability to explain the primary external factors influencing the company and their effect on the tasks of a manager.
2. Roles of a manager	2.1. Ability to explain what is expected of a manager.
	2.2. Ability to explain what is meant by „ management tasks “.
	2.3. Ability to explain what is meant by „ leadership tasks “.
	2.4. Yesterday a colleague, today the boss: ability to explain the fundamental changes relating to this new role.
	2.5. Ability to explain hierarchy-independent tasks of a manager.
	2.6. Ability to explain hierarchy-dependent tasks of a manager.
3. Leadership theories	3.1. Ability to explain what is meant by " Management Characteristic Theory ".
	3.2. Ability to explain the classical managerial styles of Lewin .
	3.3. Ability to explain what is meant by " Management Situation Theory ".

TOPIC	LEARNING TARGET
	3.4. Ability to explain the model of Fiedler .
	3.5. Ability to explain the Blake/Mouton " Managerial Grid Model ".
	3.6. Ability to state different examples of "Management by approach" and to explain the " Management by objectives " model.
4. Visions and mission statements	4.1. Ability to describe the meaning of visions and mission statements in leadership.
	4.2. Ability to describe the meaning of leadership principles in leadership management.
	4.3. Ability to describe the meaning of " Ethics Management ", " Corporate Social Responsibility " and " Sustainable Economics " in leadership.
5. Goals	5.1. Ability to describe the strategic goals of a company.
	5.2. Ability to describe the financial goals of a company.
	5.3. Ability to describe employees' goals .
	5.4. Ability to describe customers' goals.
	5.5. Ability to describe the difference between conflicting, complementing and neutral goals .
	5.6. Ability to explain the term shareholder and stakeholder as well as their individual goals.
	5.7. Ability to describe the megatrends in society, economy, work, technology and their effects on leadership and management.

TOPIC

LEADERSHIP / LEADING EMPLOYEES

TOPIC	LEARNING TARGET
1. Leadership personality	1.1. Ability to name the necessary skills of a leader.
	1.2. Ability to describe the necessity and components of self-analyses (self-reflection).
	1.3. Ability to explain why goal orientation and priority orientation are necessary.
	1.4. Ability to describe the Pareto Principle .
	1.5. Ability to describe the ABC analysis .
	1.6. Ability to describe the fundamentals of time management .
2. The holistic leadership process	2.1. Ability to explain leadership as a holistic process.
	2.2. Ability to describe the process and rules of target agreement .
	2.3. Ability to describe the process and rules of planning .
	2.4. Ability to describe the process and rules of decision making .
	2.5. Ability to describe the process and rules of realisation and organisation .
	2.6. Ability to explain what is meant by structural organisation .
	2.7. Ability to explain what is meant by Single-line organisation, Multi-line organisation, Line and staff organisation, Project-oriented organisation .
	2.8. Ability to explain the basics of Process organisation and Process management .
	2.9. Ability to describe the process and rules of controlling targets .

TOPIC	LEARNING TARGET
3. Motivation	3.1. Ability to explain the difference between motive and motivation .
	3.2. Ability to explain the terms intrinsic and extrinsic motivation .
	3.3. Ability to explain Maslow's hierarchy of needs and its significance in carrying out a management role.
	3.4. Ability to explain Herzberg's two-factor theory and its significance in carrying out a management role.
	<p><i>Please note: Although not required for the exam it is recommended that the following topics are also investigated:</i></p> <p><i>McClelland's Theory of Needs, McGregor's X Y theory, Vroom's VIE model Expectancy theory, Adams' Equity theory, Wegener's motivation concept</i></p>
4. Communication	4.1. Ability to describe the basics of successful communication .
	4.2. Ability to explain the main three statements of Paul Watzlawick .
	4.3. Ability to explain the Johari window .
	4.4. Ability to explain the main statements of Schulz von Thun .
	4.5. Ability to explain the main attitudes and techniques of successful communication .
	4.6. Ability to explain the difference of various communication tools of leadership (a discussion relating to a specific occasion/event, a staff appraisal, a standardised staff appraisal/coaching and training).
5. Work instructions and delegation	5.1. Ability to name rules and procedures of work instructions and delegation of tasks .

TOPIC	LEARNING TARGET
6. Structured staff appraisals	6.1. Ability to describe objectives and benefits of structured staff appraisals.
	6.2. Ability to describe the structure and execution of a structured staff appraisal.
7. Meetings	7.1. Ability to describe the basics of running successful meetings .
8. Training	8.1. Ability to name rules and procedures for training employees and teams.
	8.2. Ability to describe the basics for successfully conveying learning contents .
	8.3. Ability to describe the basics of the training method „Training on the job“.
9. Coaching of employees and teams	9.1. Ability to describe objectives and framework conditions of Coaching .
	9.2. Ability to describe the coaching process .
	9.3. Ability to describe methods and techniques of coaching.
10. Team building and development	10.1. Ability to explain the term „team“ and distinguish from the term „working group“.
	10.2. Ability to describe what is required of team members .
	10.3. Ability to describe the development phases of a team .

Topic

PERSONNEL MANAGEMENT

TOPIC	LEARNING TARGET
1. Strategic Human Resource Policy	1.1. Ability to describe the main principles of 'Strategic Human Resource Policy' .
2. Personnel Management Process	2.1. Ability to describe the Personnel Management Process .
3. Personnel Planning	3.1. Ability to describe objectives and instruments of Personnel Planning .
	3.2. Ability to describe Personnel Cost Planning and its factors of influence.
	3.3. Ability to describe goals, structure and content of job descriptions .
	3.4. Ability to describe goals and the structure of qualification profiles .
4. Recruiting	4.1. Ability to describe the instruments of recruiting .
	4.2. Ability to describe goals and instruments of personnel marketing .
5. Selection of personnel	5.1. Ability to name instruments of personnel selection .
	5.2. Ability to describe the main principles of analysing application forms .
	5.3. Ability to describe the basics of effective job interviews .
	5.4. Ability to describe errors in evaluation in a job interview..
	5.5. Ability to describe goals, quality criteria and methods of testing procedures .

TOPIC	LEARNING TARGET
	5.6. Ability to describe goals and structure of Assessment Centers .
6. Integration of new employees	6.1. Ability to describe the process of integrating new employees .
7. Skill and personality development	7.1. Ability to describe goals and methods for skill and personality development .
8. Termination of employment	8.1. Ability to describe the psychological aspects of terminating an employment contract.
	8.2. Ability to name problems, costs and causes of high fluctuation as well as the key figure " staff turnover rate ".
9. Key figures in HR management	9.1. Ability to explain the main key figures in HR .
10. Basic principles of labour legislation	10.1. Ability to name the basic principles of labour legislation and their significance for one's own area of leadership.
	10.2. Ability to name the main legal and contractual framework conditions of labour legislation.
	10.3. Ability to describe the main contents of contract of employment .
	10.4. Ability to name the basic obligations of employers .
	10.5. Ability to name the basic obligations of employees .
	10.6. Ability to describe the principle of equal treatment and how they affect leadership and management.
	10.7. Ability to describe the main regulations of working hours and how they affect leadership and management.

TOPIC	LEARNING TARGET
	10.8. Ability to describe the key regulations for the start of an employment contract .
	10.9. Ability to name the main leave arrangements and how they affect leadership and management.
	10.10. Ability to describe the main regulations for termination of employment contracts .
	10.11. Ability to describe the basic rights of the works council .

Topic

PRACTICE OF LEADERSHIP

TOPIC	LEARNING TARGET
1. Assuming a (new) leadership position	1.1. Ability to describe the key aspects and approach when assuming a (new) leadership position .
2. Acceptance problems	2.1. Ability to describe the approach to address not being accepted by employees .
	2.2. Ability to describe the suitable approach when insufficient backing and support is provided by management .
3. Management of conflicts	3.1. Ability to describe the features of conflict situations .
	3.2. Ability to describe the different types of conflicts .
	3.3. Ability to describe different methods to resolve conflict and the effects thereof.
	3.4. Ability to describe the structured approach of Conflict management .
	3.5. Ability to describe the approach for dealing with conflict within a team .
4. Bullying	4.1. Ability to describe the approach for dealing with bullying .
5. Resistance to change	5.1. Ability to describe the approach for dealing with resistance to change .
6. Complaints	6.1. Ability to describe the approach for dealing with complaints .

TOPIC	LEARNING TARGET
7. Problems with motivation / performance	7.1. Ability to describe the approach when employees are not satisfied with their salary.
	7.2. Ability to describe the approach to employees who have resigned in all but name.
	7.3. Ability to describe the approach to burnout.
8. Diversity management	8.1. Ability to explain the term " Diversity Management ".
	8.2. Ability to describe the approach to be taken with older staff members.
9. Violation of rules of conduct	9.1. Ability to describe the approach to tardiness.
	9.2. Ability to describe the approach in cases of suspected sexual harassment.
	9.3. Ability to describe the approach to signs of an alcohol problem in the workplace.