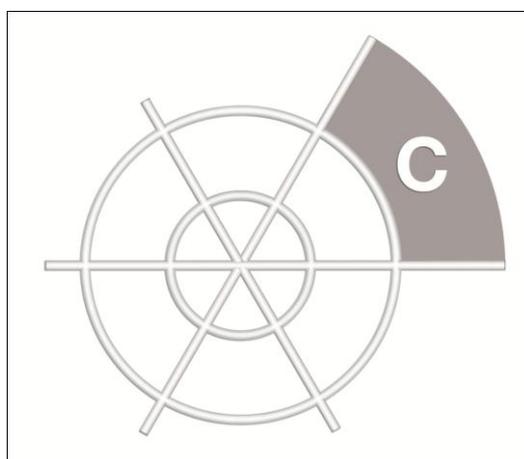




# EBC\*L LEVEL C

## Learning Target Catalogue

(as per 09/2011)



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## Topic

**BASICS OF LEADERSHIP**

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

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

**TOPIC**

**LEADERSHIP / LEADING EMPLOYEES**

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

TOPIC	LEARNING TARGET
<b>3. Motivation</b>	3.1. Ability to explain the difference between <b>motive</b> and <b>motivation</b> .
	3.2. Ability to explain the terms <b>intrinsic and extrinsic motivation</b> .
	3.3. Ability to explain <b>Maslow's hierarchy of needs</b> and its significance in carrying out a management role.
	3.4. Ability to explain <b>Herzberg's two-factor theory</b> and its significance in carrying out a management role.
	<p><i><b>Please note:</b> 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>
<b>4. Communication</b>	4.1. Ability to describe the basics of <b>successful communication</b> .
	4.2. Ability to explain the main three statements of <b>Paul Watzlawick</b> .
	4.3. Ability to explain the <b>Johari window</b> .
	4.4. Ability to explain the main statements of <b>Schulz von Thun</b> .
	4.5. Ability to explain the main attitudes and techniques of <b>successful communication</b> .
	4.6. Ability to explain the difference of <b>various communication tools</b> of leadership (a discussion relating to a specific occasion/event, a staff appraisal, a standardised staff appraisal/coaching and training).
<b>5. Work instructions and delegation</b>	5.1. Ability to name rules and procedures of <b>work instructions</b> and <b>delegation of tasks</b> .

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

## Topic

**PERSONNEL MANAGEMENT**

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

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

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

## Topic

**PRACTICE OF LEADERSHIP**

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

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