



Course Title: **Leadership and the role of Leaders in Management**
Seminar Director: Tor Lund-Larsen
Organization: Cyberus Technology GmbH, Managing Director
Syllabus Version 1.1/2021

1. General Information

Venue: TBD
Seminar Director: Tor Lund-Larsen
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Teaching - Presence:

Wednesday Nov 10, 2021:	15:00 - 19:00
Wednesday Nov 24, 2021:	15:00 - 19:00
Wednesday Dec 08, 2021:	15:00 - 19:00
Wednesday Dec 22, 2021:	15:00 - 19:00
Wednesday Jan 19, 2022	15:00 - 19:00
Wednesday Feb 02, 2022	15:00 - 19:00
Wednesday Feb 16, 2022	15:00 - 19:00

2. Special Information

None

3. Context, Content and Objectives of the Seminar

This seminar focuses on leadership and the role of the leader in modern organizations and management. What is leadership, and what is it not? What does it mean or what *should* it mean, in terms of accountability and ethics and responsibility, to not only possess the *position* of leadership, but to actually lead from that position?

What does a leader do and how is that different from what managers do in an organization? What is the difference between strategic leadership – the role, actions and focus of leaders at the very top of organizations – relative to the tactical day-to-day leadership of mid- and low-level leaders such as project leaders? Are there common leadership "traits" and talents that all leaders have, and which are necessary or required to be able to lead or to be or become a leader?

Can leadership be taught? If so, what skills, competencies and perspectives are needed to succeed at various levels of leadership? What is the role of Power in the field of leadership? How can the

impact of good leadership be measured? Is there such a thing as bad leadership, and if so, what can be done about it?

What connection is there between leadership, motivation and high-performing teams? Is it the role of the leaders to motivate people or are most people inherently motivated and the role of the leader is to channel that pre-existing motivation? What role does a leader play in establishing Esprit de' corps and positive team dynamics?

Why do projects fail? What is the role of the good project *leader* (as opposed to the project manager) in establishing a team atmosphere in which a team consistently delivers to or above expectations?

Studying a set of cases and scenarios, using films, group work, presentations and readings/discussions, the goal is that the student will gain a vocabulary for understanding what leadership is and what role it plays in modern management both at the strategic and at the tactical level.

It is the ambition of the seminar that the students will become observant and self-reflective of the identity and value of leadership in a world where genuine leadership might be needed more than ever, but also where the noise and hype surrounding leadership and personalities in such positions dilutes the very understanding and appreciation of what leadership is and should be.

4. Overview of the seminar

Week 1-2 : Understanding Leadership
Week 3: Understanding Leadership, Ethics
Week 4-5: Project Leadership
Week 6: Team Dynamics
Week 7: Summary and Closing

5. Requirements, Grading and Deadlines

This class is intended for Master/PhD Level Engineering students. The class will be offered in English.

The Grade in the class will be based on:

- In-class participation, group work and presentations: 25%
- Individual Homework: 25%
- Individual Transfer Essay: 50% (due on TBD)

Transfer Essay assignment:

- Approximately 2500 words + references
- You will be asked to write a paper in response to an essay question developed during class. You will choose to answer one (1) essay question which will be provided on the last day of class. The questions will be taken from the discussions in class.
- For students who chose to define own subject an Abstract must be sent to teacher by TBD ~ 10 sentences outlining the essence of the self-selected topic.

Example of Transfer Essay topic

- With a starting point in the class discussion about “the thesis panic curve” and “Guido’s Rule” explore the reasons why project teams often start slow and end up with significant stress towards the end of projects.
- Discuss possible reasons why teams tend to accept stress and pressure and management tops-down interaction towards the end of a project but not normally immediately after project kick-off? What are the possible consequences to the project and the project team members to this tendency?
- Reflect on options for what a Leader (team leader, project leader, individual leader) can do to get teams off to a good start and on a positive progress trajectory early in the project life cycle.

Grading of Transfer Essay

A Good to Very good Grade: (Demonstrate TRANSFER)

- Demonstrates insight and reflection (system 2) with a considered discussion on either multiple aspects of one concept discussed in class, or demonstrates combinatorial logic of multiple concepts discussed in class
- Demonstrate Transfer of Knowledge from the class context to a different context
- Brings in own thoughts and ideas into the discussion
- Presents arguments in a logical and coherent manner
- Demonstrates understanding of broader consequences of decision/actions/opinion
- Readable, elegant and correct English
- Correct and rational use of references

A moderate to good grade: (Demonstrate UNDERSTANDING)

- Demonstrate correct and comprehensive understanding of a topic discussed in the context of the
- Being able to bring in own thoughts/critique or alternative to the subject discussed
- Readable and correct use of English, broader use of vocabulary
- Correct use of references

A lower grade: (Demonstrate RECOLLECTION)

- Mirroring words and intention of discussion in the class
- Readable and correct use of English, simple vocabulary
- References

6. Readings

The readings will be given out as handouts in the class.

7. Lecturer

Mr. Tor Lund-Larsen is the CEO of Cyberus Technology GmbH – a German company specializing in product and services for the European Cyber Security market. Prior to this role, he worked more than twenty years for US high tech companies including Intel Corp. and FireEye Corp. in the US and in Germany in roles ranging from Project Leader, Program Leader, Engineering Manager and Director of Research.

He holds a Master degree in Business (MBA) and Engineering (MSE) from the University of Washington, USA and in Public Administration (EMPA) from Hertie School of Governance in Berlin, Germany. He is a certified Project Management Professional (PMP). Prior to going to the

USA, he spent a combined three years in the Norwegian Army and in the United Nations Peace Force in Lebanon as a military officer.