

**International Summer School Future Leaders**  
**TeachingLearningCenter**  
**Global Hub, International cooperation**

**Dates:** August 10<sup>th</sup>-14<sup>th</sup>, 2026

**Time:** Daily 9 a.m. – 4 p.m. & Homework

**Location:** Hochschule RheinMain, Wiesbaden, Germany

**Semester:** each summer semester (lasting from April 1<sup>st</sup> – September 31<sup>st</sup>) - usually during the German semester break, early August

**Instructors' names:**

Yasmin Hedjri, M.A., Intercultural Coach

Grace Leinbach Coggio, Ph.D., Associate Professor Communication Studies Program Director at the University of Wisconsin, River Falls, USA

Nadine Scholz, M.A./Diplom, Global Hub lecturer at the Competence & Career Center

**Responsible for the program:**

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**Location:**

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**General benefits of any international summer school:**

- Intercultural experience twofold: with international students and in another country
- Meet potential future colleagues
- Improve your English skills – or expand your understanding of working with students where English is a second language
- Get to know new teaching methods
- Make international friends
- Get ready for an international career!

**Course Description**

This course is about leadership in an increasing VUCA world. Today, more than ever, leadership calls for authenticity, transparency and leading from the heart. True qualities of leadership cannot be learned from a book and they do not only concern people in management positions. Leadership concerns all of us. To lead your life successfully, you need to think, speak and act in coherence with who you are. True leadership challenges us

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to be authentic at all times. It takes courage and practice: the courage to abandon social masks and the constant exercise to be authentic. The objective of the international week is to learn how to lead yourself and others in a most holistic way using body, mind, and heart and helping others achieve their greatest possible potential. A potential that will thus naturally result into professional success.

Furthermore, leadership means communication – in today's world usually intercultural communication. Students will enhance their intercultural competence by learning about culture, intercultural communication, culture shock, culture models, universal traits and cultural influences, cultural differences and similarities, visual communication, cultural communication styles, and humor. Since the international week unites students from different international universities, it offers the possibility to develop your personal communication and leadership qualities in theory AND practice.

You may not only experience the teaching of theories or concepts, but also a very personal approach to better understanding your unique potential – as a leader and intercultural communicator. To lead others, you need to be able to lead yourself to know your strengths and embrace your weaknesses. The program is strongly personal development oriented and requires you to be open minded and ready to work on yourself. You will for example learn how to understand and deal with emotions in a constructive way. Also, you will be challenged to look on your personal and cultural values and how they form you as a person. In the end, you will have further developed as person and potential leader.

### ***Course Goals***

After attending this seminar, students will understand the most important theories and principles in the field of interculturality and (self-)leadership. Students will be able to process and transfer relevant information, particularly in the area of emotional intelligence. Students learn the basics of AI as part of leadership. They are able to reflect on their own cultural norms, values, and attitudes. Also, they are able to recognize the connection of value-oriented leadership and that values are also part of a cultural reference system. Students will be able to analyze different leadership styles they encounter. Also, they will have started a "portfolio" on their own leadership journey.

### ***Teaching methods***

This class combines theory with practice on various levels. Theoretical constructs about leadership, international business culture, intercultural competence, intercultural communication, and personal development are presented, analyzed and discussed in class. Furthermore, since this class focusses on personal development, reflective and creative phases on all topics will deepen your understanding about leadership and intercultural communication. Group works such as a rally or group presentation will challenge your way of thinking and working.

Teaching methods include, but are not limited to: workshops, presentations, simulations, class discussion, poster and picture group work, problem solving methods, case studies, and lectures. Also, be aware that this is a truly international classroom with students from all over the world. It is thus multi-cultural, multi-communicative and multi-disciplinary: you will gain international perspectives from all over the world, resulting from the international classroom you sit in.

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### ***Language of instruction:***

English. B2 level is recommended. Please contact us if you are concerned about your English level – we can offer a free language level test.

### ***Required texts***

During class, professors and lecturers will distribute literature, case studies, statistics etc. to engage students in discussions, have input for presentations and so on. This list changes yearly and will be distributed to students after class.

### ***Literature the class is based on & for further reading (German and English titles):***

- Brodbeck, F.C. (2016): Internationale Führung, Berlin: Springer Verlag.
- Brown, B. (2018): Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. US: Random House.
- Carnegie, D. (2022): How to Win Friends and Influence People: Updated for the Next Generation of Leaders. US: Simon & Schuster.
- Coelho, P. (2014): The Alchemist, 25<sup>th</sup> Anniversary: A Fable About Following Your Dream. US: HarperCollins Publishers.
- Covey, S. (2020): The 7 Habits of Highly Effective People – Revised and Updated: Powerful Lessons in Personal Change. US: Simon & Schuster.
- Goleman, D. (2004): What Makes a Leader? In: Harvard Business Review.
- Hofstede, G., Hofstede G.J., Minkov, M.(2010): Cultures and Organizations: Software of the Mind. Revised and expanded 3rd Edition. New York: McGraw-Hill USA.
- House R.J./ Hanges P./ Javidan, M./ Dorfman, P./ Gupta, V. (2004): Culture, leadership, and organizations. The GLOBE study of 62 societies .Thousand Oaks: Sage Publications
- House R.J./ Dorfman, P.W./ Javidan, M./ Hanges, P.J./ Sully de Luque, M.F. (2014): Strategic Leadership Across Cultures, Thousand Oaks: SAGE Publications
- Lopp, M. (2020): The Art of Leadership: Small Things, Done Well. Upfront Books
- Meyer, E. (2016): The Culture Map. Decoding how people think, lead, and get things done across cultures, US: Public Affairs Publishers
- Nadiia, R./ Kozyr, B./ Bushuyev, S./ Zapruvoda, A.(2019): Role of empathy, emotional intelligence, transformational leadership of the project success, on: International Conference on Computer Sciences and Information Technologies (CSIT) Computer Sciences and Information Technologies (CSIT)
- Nakate, V. (2021): A Bigger Picture: My Fight to Bring a New African Voice to the Climate Crisis. US: Mariner Books
- Sinek, S. (2009): Start with Why: How Great Leaders Inspire Everyone to Take Action in a book. US: Penguin LCC
- Wilcox, K. (2021): Leading Through Culture: How Real Leaders Create Cultures That Motivate People to Achieve Great Things. Waterside Productions, Inc.
- Yaeger, D. (2016): Great Teams: 16 Things High Performing Organisations Do Differently. Thomas Nelson Publishers

### ***Other materials***

Electronic device such as mobile phone, tablet, or laptop are helpful, but not mandatory. If you have no access to any electronic equipment, let us know before the summer school starts so we can organize a rental laptop from the library. It may be occasionally used in class and is needed for the final paper.

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### ***Internet access***

During the summer school, guest logins will be provided to you for internet usage on campus during your time at our University.

### ***Online platforms at RheinMain University***

During the summer school, we might engage in online discussions or upload class materials online for your reference or to work on. Used platforms are currently zoomx, Stud.IP, Ilias. There might be other online platforms used.

### ***Class Participation***

Active class participation is essential. In order to complete this class successfully, students must come to class prepared and ready to discuss the assigned materials. Each student's performance will be evaluated on a daily basis. Please note that sufficient English skills are needed for the active engagement in class.

### ***Course Grading***

There is no grade at the end of the class. You will receive a **“Successfully completed”** or **“Not successfully completed”** on your transcript of records. After completion, **3 (three) European Credit Points** will be issued to you on your transcript. **Please check with your university at home if you can credit them to your degree program.**

### **Grading System**

Please note: due to the specialty of the class (one week, hours 9 am-6 pm), there is no either/or part of the grading content. This means, students have to fulfill all requirements, otherwise the class will not be able to count as successfully completed. Nevertheless, there are major and minor content areas of the class. These are shown here:

- Final reflection paper: 30%
- Homework: 10%
- Online tasks & discussions: 10%
- Class attendance & participation: 50%

*Students pass, if they participated actively fully in class (all days, all hours), write their reflection paper (details in class) and are actively involved in online tasks and discussions.*

### ***Transcript of records***

Each student will receive a transcript of records from Hochschule RheinMain (RheinMain University of Applied Sciences, Germany, TeachingLearningCenter,) 8 weeks after the completion of the class. Notify us, if you need your transcript earlier for some reason and we will make an effort to deliver it earlier. The time period is due to the required self-study part after class and the necessary reflection paper that has to be turned in 4 weeks after the end of the summer school.

### ***Course Policies and Information for Students***

The summer school is a very intensive, condensed week of study program. Therefore, **students have to attend all classes all the times.** Make sure to arrive at least one day before class starts in Germany and check out your way to the University's premises, **so you can be on time for the first day and hour of class.** If you have

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a **good** reason for not attending class, please let us know at [llz@hs-rm.de](mailto:llz@hs-rm.de) as soon as you realize this is going to happen. We will try to find a solution together to get you successfully through the class. However, it is up to the instructor, whether successful participation can be granted.

### Disclaimer

There may be changes necessary to the class program. We reserve the right to make modifications to the syllabus throughout the semester.

### Preliminary Schedule of Topics, Readings, and Assignments

*This year's class will take place from Monday, 10<sup>th</sup> - Friday, 14<sup>th</sup> of August 2026. Class is from 9 a.m. till 4 p.m. Lunch break is for 45 minutes. Shorter breaks will take place in between, depending on the flow of the individual class contents of that day.*

Daily overview	Topics/Assigned Readings/Homework	Major Assignments and Deadlines
Up to 2 weeks before the su.sc.	<b>Voluntary:</b> 1hour online zoomx meeting. This is a first informal meeting so you get to know the other participants of the summerschool and can start getting connected. To make it more fun: <i>Prepare some pictures to show online giving some idea on where you live. Think about 2 things you find surprising for others about your own country or University system.</i>	Prepare questions & pics
Mon. morning	<b>Main topic: Intercultural communication</b> Organization & Welcome Getting to know each other & teambuilding Interactive lecture on: culture, culture shock, intercultural competence theories e.g. Hall, Oberg, Brown, D., etc. Cultural values & discussion in class: What is punctual? How is silence perceived? What is right/wrong?	During class: developing a new culture model; Interactive reflections and discussions
Mon. afternoon	Business cultures: Task based vs. relationship based business relations Personal limits & limitations: challenging your (cultural) values: Is it true, what literature says about "your" country? Communication styles: High and Low Context, Direct / Indirect, Elaborate / Understated · Personal / Contextual · Instrumental / Affective. Other types of communication: visual, speech, listening expectations Change Monday: Leadership in the afternoon	
Tues. morning	<b>Main topic: Leadership</b> What it means to be a leader: Managing vs. Leading Definitions e.g. Burns, Northouse, Daft on leadership Development journey from manager to leader: exercise Trait, situational, skills, relational approach Foundational Theories: Leader Styles e.g. authoritarian, laissez-faire, democratic <i>During class:</i> Discussion, Video briefs of leadership, individual and partner exercises, lecture	During class: Creativity task on leadership, text-based partner work

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Tues. after- noon	<b>Main topic: Leadership</b> Importance of Followers & Communication e.g. Kelley Impact of leader styles: group reflection Transformational and Charismatic Leadership Risks of leadership: personal reflection Leadership and Power e.g. Hagberg's model of personal power Personal reflection: What kind of leader do you want to be?	<b>Homework:</b> Complete the personal slogan exercise Read article & take notes
Wed. morning	<b>Main topic: Emotional intelligence</b> Leadership IS Communication: Communication models, Listening models, Empathy and Emotional Intelligence: Definitions, role play on perspectives,	
Wed. after- noon	<b>Main topic: Leadership as a journey</b> Influence, trust, and courage in leadership: examples & definitions, personal reflection phases Leadership Development: What does it mean? Personal leader development goals: peer feedback rounds SMART goals	<b>Homework:</b> Work on your personal development goals. Using the SMART technique, write down three goals you are going to take action on in the next 2 months.
Thurs. morning	<b>Main topic: Leadership and AI</b> Promptathon Challenge in groups	Working in groups on a task
Thurs. after- noon	<b>Intercultural communication &amp; leadership in practice:</b> Incidents intercultural communication: networking, giving & receiving feedback in intercultural encounters, interruptions & turn-taking of conversations Lewis model on cultural types: self-reflection & discussion Strategies for successful communication: group task Last but not least: Humor in intercultural encounters  Joint social program, e.g. City rallye	During class: Self-reflection on my cultural influence  <b>Homework:</b> Answer reflection questions
Fri. morning	<b>Business in Germany</b> Practical insights in German business culture	During class:
Fri. after- noon	<b>Leadership in Practice:</b> Joint reflection on city rally & group leadership Reflection & outlook: your personal leadership journey by means of a journal Continuation of personal development goals (individual & peer feedback) Evaluation of the summer school	During class & tbc: Reflection & Continuation of personal leadership journal
Up to 4 weeks after class	Online reflection meeting or forum discussion Meet-up about 3-4 weeks after class for feedback opportunities on individual leadership journey	Online forum discussion or reflection

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<p>Up to 4 weeks after class</p>	<p>During our leadership week, you will gain lots of experience, get new impressions, ideas, and thoughts. You are expected to note them on your own during class. In addition, the daily prompts for preparation on the next day help you on your learning journey. You can use all those notes as the basis of your reflection paper. Please also provide the daily notes, with dates, as a first chapter. For the second chapter, please write the reflection paper based on the questions below.</p> <p>Organize your paper around the following questions:</p> <ul style="list-style-type: none"><li>• What did I learn about leadership?</li><li>• How does this experience facilitate my personal reflection on my relationship between leadership and me?</li><li>• During the whole week: What was my most surprising realization?</li><li>• What cultural experiences did I gain during my week? Give at least three examples of intercultural encounters that you made (in class or outside class)?</li><li>• How do you think these intercultural experience helps you personally for your future leadership journey or professional life?</li></ul> <p>Your text should be about 2,500-3,000 words long (at least 5 pages); font size: Arial (size 11) or Times New Roman (size 12), spacing 1.5. Please turn it in as pdf. You may use additional literature if you feel this helps you organize your personal comprehension of your journey better. Please indicate the following information on your reflection paper on the first page: Name, address, summer school year, current university, field of study, date, lecturers of the summer school. Writing guidelines or templates may be provided during the summer school. If this is not the case, you are free to format your document as you wish (including literature listings), please make sure it is well organized for reading.</p> <p>Please note: this is a personal reflection. Usage of AI tools is therefore not allowed.</p>	<p><b>Homework:</b> Reflection paper as pdf format. Due date 2026: September 15<sup>th</sup> by 23.59 o'clock central European time. Send to: <a href="mailto:llz@hs-rm.de">llz@hs-rm.de</a> and <a href="mailto:Nadine.scholz@hs-rm.de">Nadine.scholz@hs-rm.de</a></p>
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### ***Other organizational useful information about the summer school***

#### **Costs & Registration**

**Participation fee:** free for students that are inscribed in a university – worldwide

**Other costs:** Health insurance, visa, transportation, accommodation, meals, leisure activities: **not included**

**Registration and selection process:** Please send a 1-page CV and a 1-page motivation letter until May 30th 2026 to [llz@hs-rm.de](mailto:llz@hs-rm.de)

We can also provide you a motivational form to fill out, please contact us at the same e-mail if you would like to fill out the form. You are, however, free to write your motivation letter according to your own preference.

**Maximum number of participants:** Limited to 20 places

#### **Transport to the summer school**

- Transport within Wiesbaden: bus system, check out the website: [www.rmv.de](http://www.rmv.de) (switch to English)
- Public transportation ticket 29 Euros/week (as of November 2025)  
Frankfurt International Airport is about 20 minutes away by regional train
- Bikes, electric scooters are also available in the city, for example with: <https://www.nextbike.de/en/>

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### Health insurance

You will have to provide a health insurance for your stay in Germany. More information can be found here:

[https://www.german-student-insurance.com/en/information/health\\_insurance\\_in\\_germany](https://www.german-student-insurance.com/en/information/health_insurance_in_germany)

There are also other companies available, please check online. With a European health insurance, you usually have a basic insurance in Germany. We nevertheless recommend an extra health insurance.

### Participation Fee

The teaching program of the “International Leaders” summer school is free for students. It is part of the *Internationalization at Home Strategy* of the University. This means, at least four students from our German University will take part and thus have the opportunity to make an international experience at home without travelling. Students from partner universities will be preferred, but there are usually enough places for freemovers.

### Accommodation

You have to make your accommodation bookings on your own – below are some examples

**Youth hostel:** Wiesbaden youth hostel is opposite the campus. An even cheaper version is possible in Mainz, about 15 minutes by train. Check out the website on German youth hostels:

<https://www.jugendherberge.de/en/>

**Hotels in the city center:** Hotel select, Motel one, Ibis Hotel, Hotel Alexander – all are about 20 minutes away by bike or public transportation from the campus