

## Leadership Skills

<b>Module:</b> Leadership Skills	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master
<b>Responsible for the module:</b> Dr. Gregory Bond	

<b>Semester:</b> 1	<b>Duration:</b> 3	
<b>Hours per week per semester:</b> 46	<b>Of which L/S/LW/P:</b> 16/24/0/6	<b>CP according to ECTS:</b> 6.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2016-02-24
<b>Recommended prior knowledge:</b> None		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	46.0
Pre- and post-course work:	90.0
Project:	10.0
Examinations:	4.0
Total:	150

<b>Lerning objectives</b>	<b>Anteil</b>
Subject specific competences	
Knowledge <ul style="list-style-type: none"> <li>Students understand various cultural approaches to communication and leadership and the theoretical basics of leadership and motivation.</li> </ul>	25%

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<b>Skills</b> <ul style="list-style-type: none"> <li>Students gain the ability to communicate appropriately in different settings, including difficult negotiations and in leadership roles.</li> </ul>	25%
<b>Personal competences</b>	
<b>Social competence</b> <ul style="list-style-type: none"> <li>Students experience situations of cooperation and conflict in the context of different cultures and learn to manage difference.</li> </ul>	50%
<b>Autonomy</b> <ul style="list-style-type: none"> <li>Students are able to express their own interests and positions appropriately and to take on leadership responsibilities.</li> </ul>	

<b>Content:</b>
<ol style="list-style-type: none"> <li>1. Cross Cultural Communication theoretical fundamentals, models of intercultural communication, perceptions of self and the other, practical consequences.</li> <li>2. Leadership and Motivation leadership styles, motivation theories, intrinsic/extrinsic motivation, situational leadership, change management.</li> <li>3. Negotiation and Presentation effective presentations, public speaking and using media, negotiating strategies, interests, not positions, intercultural aspects in presentations and negotiations.</li> </ol>

<b>Examination format:</b>
<p>Verbal exam (100%)</p> <p>Additional rules: Essay and presentation / discussion / colloquium (50/50)</p>

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### Compulsory reading:

- Milton J Bennet, D.** (2013). *Basic Concepts of Intercultural Communication*. Nicholas Brealey Publishing Ltd.
- Fisher, R. & Ury, W.** (2012). *Getting to Yes: Negotiating an agreement without giving in*. Random House Business.
- H. Hersey, P. & H. Blanchard, K. & E. Johnson, D.** (2012). *Management of Organizational Behavior*. Prentice Hall.

### Recommended reading:

- M. Hampden-Turner, C. & Trompenaars, F.** (2008). *Building Cross-Cultural Competence: How to Create Wealth from Conflicting Values*. Yale University Press.
- John Hickson, D. & Salman Pugh, D.** (2003). *Management Worldwide: Distinctive Styles Among Globalization*. Penguin Books Ltd.
- Mead, R.** (1998). *International Management: Cross-cultural Dimensions (Blackwell Business)*. Blackwell Publishers.
- Sadler, P.** (2003). *LEADERSHIP (MBA MASTERCLASS)*. Kogan Page Publishers.
- P. Ferraro, G.** (2005). *Cultural Dimension of International Business, The (5th Edition)*. Pearson.
- Jan Hofstede, G. & Pedersen, P. & Hofstede, G.** (2002). *Exploring Culture: Exercises, Stories and Synthetic Cultures by Hofstede, Geert (2002) Paperback*. Nicholas Brealey Publishing.
- J. Adler, N. & Gundersen, A.** (2007). *International Dimensions of Organizational Behavior*. Cengage Learning.
- Ferdinand Drucker, P.** (2012). *The practice of management*. Routledge.
- D. Lewis, R.** (2005). *WHEN CULTURES COLLIDE*. Nicholas Brealey Publishing.
- Hofstede, G. & Jan Hofstede, G.** (2004). *Cultures and Organizations: Software of the Mind, Third Edition: Intercultural Cooperation and Its Importance for Survival by Hofstede, Geert, Hofstede, Gert Jan, Minkov, Michael 3 edition (2010)*. Mcgraw-hill.
- Cellich, C.** (2012). *Global Business Negotiations: A Practical Guide*. Business Expert Press.