



Module 1 / Semester 1:	
Title of the course	KO Paradigm Shifts in Leadership and Competencies
Coordinator of the course:	Birgit Breninger
Content/Description	The course covers both knowledge and skills required for successful leadership in multicultural environments. Students will learn about different leadership styles based on the approaches taken by current global leaders, and will be able to draw on their experiences as well as on the experiences of their classmates to see the variety of ways in which businesses operate around the world. We are going to trace 'traditional' and more 'creative' leadership approaches as revealed by leading researchers and executives and emphasise the importance of leadership ethics alongside increasing voices of diverse and multicultural conceptions of leadership. To avoid dualistic notions of 'feminine' vs. 'masculine' or 'Eastern' vs. 'Western' leadership and to critically examine and reconfigure the traditional dualities in leadership theory and research, various cases of global executives are presented and analysed in class. With the help of cutting edge scholars and leaders around the world, we are going to re-envision new forms of leadership and competencies for future business in the age of 'hard globalization'.
Workload: ECTS	4 ECTS Credits Total student working hours: 100 hours Attendance: 28 hours Mandatory Reading: 32 hours Preparation of presentation and exercise (group work): 40 hours
Objectives	<ol style="list-style-type: none"> <li>1. broaden students' understanding of the new conceptions of leadership and competences</li> <li>2. introduce students to the important influences of culture, intercultural communication and gender on the 'art of 21st century leadership'</li> <li>3. foster students' ability to produce innovative approaches to resolve conflict in a variety of leadership scenarios;</li> <li>4. aid students in identifying their own skillsets as potential leaders and team members.</li> </ol>
Guest Lecturers (if applicable)	none
Selected References	
<p>Bennett, Milton J. (2013) Basic Concepts of Intercultural Communication Paradigms, Principles, &amp; Practices. 2<sup>nd</sup> ed. Boston: Intercultural Press.</p> <p>Breninger, Birgit (2018) Tracking Intercultural Competence® in Perception - Documenting Intercultural Competence ® Explicitly and Implicitly for more Accurate Assessments. In: <i>Intercultural Communication: Adapting to Emerging Global Realities</i>. 2<sup>nd</sup> ed. Wenshan Jia. San Diego/CA: Cognella Academic Publishing, 623-644.</p>	



Coutinho de Arruda, Maria C. and Boleslaw Rok eds. (2016) *Understanding Ethics and Responsibilities in a Globalizing World*. Heidelberg: Springer.

DuBrin, Andrew J. (2015) *Leadership: Research Findings, Practice and Skills*. 8th ed. Boston: South Western.

Moodian, Michael A. ed. (2009) *Contemporary Leadership and Intercultural Competence: Exploring the Cross-Cultural Dynamics Within Organizations*. London: Sage.

**Northouse, Peter G. (2018) *Leadership: Theory and Practice*. 8th ed. London: Sage. (optional pre-course reading!)**

Rowe, Glenn W. and Laura Guerrero (2015) *Cases in Leadership (Ivey Casebook)*. 4th ed. London: Sage.

Murphy, Patrick E., Gene R. Laczniak and Andrea Prothero eds. (2012) *Ethics in Marketing: International Cases and Perspectives*. London: Routledge.

Bazerman, M.H. and A.E. Tenbrunsel (2011) *Blind Spots: Why we fail to do what's right and what to do about it*. Princeton: Princeton UP.

**Important note**

This syllabus describes the course as it was delivered in **Winter Semester 2017**. Readers should note that courses of the DCLead programme are changed and adapted every year, also taking into consideration the feedback of the participants. This syllabus is for informational purposes only. The administration of the DCLead programme does not guarantee that the entirety of the information contained in this document clearly applies to any course that is delivered during another semester, also with the same title.