Global Leadership (3rd Year Level)

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Course Outline / Description

This course aims to develop students' understanding and skills in global leadership, focusing on theoretical frameworks, practical applications, and cross-cultural competencies essential for effective leadership in a globalized world.

Course Objectives / Goals /Learning Outcomes

After completing this course successfully, students must be able to;

1. Define key theories and models of global leadership, such as the GLOBE framework and cultural intelligence theories.
2. Apply theoretical frameworks of global leadership to analyze case studies of successful global leaders and organizations.
3. Evaluate the effectiveness of cross-cultural communication strategies in simulated negotiation scenarios.
4. Critique ethical dilemmas in global leadership and propose solutions based on ethical frameworks and best practices.
5. Reflect on personal growth and learning as a global leader, identifying areas for further development in leadership skills and cross-cultural competence.

Class Schedule

Class	Topic	Assignment
Class 1	Introduction to Global Leadership: Course overview, objectives, and expectations. Introduction to global leadership concepts and importance.	Icebreaker activities, self-assessment of leadership styles. Read – Chapter 1
Theoretical Foundation of Global Leadership		
Class 2	Cross-Cultural Leadership Theories	Read – Chapter 2 of the text book
Class 3	Trait Theory and Global Leadership	Read – Chapter 4 of the text book
Class 4	Transformational and Transactional Leadership in a Global Context	Read – Chapter 8 of the text book
Class 5	Situational Leadership and Contingency Theories	Read – Chapter 9 of the text book
Class 6	Power and Influence in Global Leadership	Read – Chapter 10 of the text book

Class 7	Global Leadership Development and Learning Theories	Read – Chapter 6 of the text book
Cross-cultural Communication and Negotiation		
Class 8	Cultural Dimensions and Communication Styles	*Individual Assignment Read – Chapter 2 of the text book
Class 9	Non-verbal Communication Across Cultures	Read – Chapter 2 of the text book
Class 10	Cross-cultural Negotiation Strategies	Read – Chapter 11 of the text book
Class 11	Managing Cultural Conflicts	Read – Chapter 12 of the text book
Leading Global Teams and Organizations		
Class 12	Building and Managing High-Performance Global Teams	Read – Chapter 9 of the text book
Class 13	Strategic Decision Making in Global Organizations	Read – Chapter 8 of the text book
Class 14	Global Leadership in Crisis and Risk Management	Raed – Chapter 13 of the text book
Class 15	Mid-Semester Examination	N/A
Class 16	Global Leadership and Corporate Social Responsibility (CSR) in a Globalized World	Read – Chapter 12 of the text book ** Group Project
Class 17	Change Management in Global Organizations	Read – Chapter 11 of the text book
Class 18	Case Study - 1	will be provided in advance.
Emerging Trends in Global Leadership in the Digital Era		
Class 19	Digital Transformation and Leadership	Read – Chapter 8 of the text book
Class 20	Virtual Leadership and Remote Team Management	Read – Chapter 9 of the text book
Class 21	Data-Driven Decision Making in Global Leadership	Read – Chapter 10 of the text book
Class 22	Agile Leadership in a Fast-Changing World	Read – Chapter 6 of the text book
Class 23	Ethical Implications of Digital Leadership	Read – Chapter 12 of the text book

Class 24	Innovation and Creativity in Global Leadership	Read – Chapter 10 of the text book
Class 25	Global leadership and geopolitics.	Read – Chapter 13 of the text book
Class 26	Diversity, equity, and inclusion (DEI) in global organizations.	Read – Chapter 12 of the text book
Class 27	Case Study – 2	Will be provided in advance
Class 28	Group Presentation Preparations	N/A
Class 29	Group Presentation	N/A
Class 30	Group Presentation	N/A

- Please note that the syllabus may undergo minor revisions.
- Students are required to actively participate in group discussions focused on the assigned case studies during designated class sessions. This engagement is intended to facilitate collaborative exploration and analysis of the case studies, promoting a deeper understanding of the subject matter through collective inquiry and discussion.
- During scheduled class sessions, various supplementary activities will be integrated to enrich the learning experience and foster deeper engagement with the topics. These activities may include brainstorming sessions, group discussions, role-playing scenarios, simulations, and critical thinking exercises. These interactive components are designed to enhance comprehension, encourage active participation, and promote practical application of theoretical concepts covered in the course.

Text Book

Mendenhall, M. E., Osland, J. S., Bird, A., & Oddou, G. (Eds.). (2008). Global leadership: Research, practice, and development. Routledge.

- Reading materials will be provided by the professor during the class sessions

Course Evaluation

Assignment	Allocated Marks
Unannounced Quizzes – 02	10%
Individual Assignment – 01	25%
Active Participation in the class	5%
Mid -Semester Examination	15%
Group Project	25%
End-Semester Examination	20%

Title: "Cultural Intelligence (CQ) and its Role in Effective Global Leadership"

Guidelines:

1. **Introduction (1 page):** Define cultural intelligence (CQ) and its importance in the context of global leadership. Explain why CQ is essential for leaders in today's interconnected world. Outline the objectives of the assignment.

2. **Literature Review (1-2 pages):** Review scholarly literature on cultural intelligence (CQ) and its dimensions. Discuss how CQ enhances global leadership effectiveness. Compare and contrast different models or frameworks of CQ.

3. **Case Study Analysis (1-2 pages):** Select a real-world case study or example where cultural intelligence played a crucial role in global leadership success or failure. Analyze how cultural intelligence was applied (or should have been applied) in the leadership context. Evaluate the outcomes or potential outcomes based on the application of CQ.

4. **Conclusion and Recommendations (1 page):** Summarize the findings from the literature review and case study analysis. Provide recommendations for future global leaders to enhance their cultural intelligence. Discuss the implications of cultural intelligence for leadership development programs.

Evaluation Criteria:

1. **Content (60%):** Clarity and depth of understanding of cultural intelligence and its relevance to global leadership. Quality of literature review, including relevance and diversity of sources. Insightfulness of the case study analysis and application of theoretical concepts.

2. **Structure and Organization (20%):** Clear introduction, literature review, and case study analysis sections. Logical flow of ideas and arguments. Coherent conclusion that ties together the main points and recommendations.

3. **Critical Thinking (20%):** Originality and creativity in approaching the topic. Depth of analysis and ability to critically evaluate information. Practicality and relevance of recommendations provided.

Marks will initially be given out of 100% and subsequently converted to a scale out of 25%

Submission Guidelines: Please submit your completed assignment by the 17th class

Theme: Global Leadership Simulation

Objective: The objective of this group project is to simulate a global leadership scenario where students can apply theoretical knowledge of global leadership concepts to a practical, interactive situation.

Instructions:

Case Selection: Each group has to select a real-world case where a multinational corporation (MNC) is facing a significant global challenge (e.g., entering a new international market, managing a cross-cultural team, responding to a global crisis, etc.). Outline the background, key stakeholders, cultural contexts involved, and the specific leadership challenges that need to be addressed.

Project Components:

1. **Initial Analysis** - Each group must conduct research to understand the case, the MNC's current situation, and the global leadership theories relevant to the case. Groups will prepare an initial analysis outlining their understanding of the case, identifying key challenges, and proposing initial strategies.

2. **Strategy Development:** Based on the initial analysis, each group must develop a comprehensive global leadership strategy. Strategies should address key leadership aspects such as communication across cultures, decision-making processes, conflict resolution, ethical considerations, and strategic planning in a global context.

3. **Implementation Phase:** Discuss the implementation of the strategies. This could involve making decisions, responding to simulated events (e.g., crises, market changes, cultural conflicts), and adjusting their strategies accordingly. Each group documents the decisions, rationale, and expected outcomes during this phase.

4. **Final Presentation and Report:** Each group has to prepare a final presentation summarizing their global leadership strategy, implementation process, challenges faced, and lessons learned. The duration for the presentation is 20 minutes. Groups must submit a written report that includes:

I. Executive summary of the case and initial analysis.

II. Detailed description of the global leadership strategy developed.

III. Reflection on the implementation phase, including challenges encountered and adaptations made.

IV. Evaluation of the outcomes and lessons learned for future global leadership scenarios.

Assessment Criteria:

1. Depth of analysis and application of global leadership theories – 25%

2. Effectiveness of the strategies proposed and implemented – 25%

3. Collaboration and teamwork demonstrated throughout the project – 20%

4. Overall Quality of the written report – 10%
5. Presentation – 20% (Assessment criteria for the presentation will be given in advance to the presentations)

Submission Guideline: Both the report and the presentation are due on the day of the presentation.