

## Appendix 4: LTU Course Syllabi

- Global Leadership and Management for the 21<sup>st</sup> Century
- Global Organization Change and Development
- Globalization and the New Economy
- Managing a Global Workforce
- Global Business Planning and Strategy
- Independent Research Project





# Course Descriptions and Objectives

## Global Leadership and Management for the 21<sup>st</sup> Century

### Description

As we move into the second decade of the 21<sup>st</sup> century, the self-reported dearth of leadership talent; the visible inadequacies of global leaders; the absence of proven global leadership training and development programs; and the continued derailment of international executives pose a major challenge to the future success of global organizations.

This course provides students with an understanding of the universal foundations of effective leadership, and the unique challenges leaders of global organizations face in the 21<sup>st</sup> Century. The challenges facing global leaders differ from the traditional challenges of leadership in both degree and kind. Leaders of global organizations face unprecedented strategic, economic, political and cultural complexity, diversity, ambiguity, uncertainty and risks. They also face an unprecedented pace of economic and technological change.

These circumstances test the cognitive limits of global leaders – their abilities to comprehend massive amounts of complex and diverse information; assess multiple perspectives, uncertainties and risks; appreciate social and cultural diversity and alternative value and belief systems; and to formulate, communicate, and execute rational decisions in a timely manner.

Global organizations are responding to the information-processing and decision-making challenges facing their leaders with advanced information technologies; creative global organizational structures that decentralize, redistribute, and share decision making responsibilities; and by developing leaders with enhanced cognitive capabilities – leaders with a “global mindset.”

This course, consistent with the dual emphasis on theory and practice at LTU, also aids students in developing their individual leadership skills, capabilities and styles. Students are encouraged to become life-long learners; to seek leadership opportunities in their professional and personal lives; and to observe, reflect and learn from their leadership experiences.

### Objectives

Enhance students' understanding of the challenges facing leaders of global organizations in the 21<sup>st</sup> Century.

Expand students' comprehension of the universal foundations of effective leadership and the unique challenges and dimensions of global leadership.

Help students transcend the traditional boundaries of leadership and management to become effective leaders of global organizations in the 21<sup>st</sup> Century.

Develop the skills, knowledge and geocentric perspective needed to cope with strategic and cultural complexities, ambiguities, uncertainties, contradictions, and risks in the global environment.

Cultivate a global mindset to meet the decision-making challenges facing global leaders.

Cultivate a recognition and appreciation of cultural diversity as a source of global competitive advantage.

Study the key elements of motivation and learn how to apply them to motivate yourself and others.

Learn the key elements of effective team building/ leadership, for both face-to-face and virtual teams.

Learn the key elements of mentoring, coaching and training future leaders.

Develop a deeper understanding of individual leadership strengths and areas in need of improvement.

Complete self-assessment instruments to help clarify individual values, personal traits, and style of influence.

Develop and describe a personal model of leadership that you can draw from in both your personal and professional life, and an action plan for developing your own, and your subordinates' leadership skills.

Develop in each student the life-long learning skills that are needed to realize her full leadership potential.

## Global Organization Change and Development

### Description

This course is designed to provide students an introduction into the field of organization development (strategic, organizational, and global) and a comprehensive understanding of how to lead and sustain change, and build capacity in organizations. Organization development (OD) is a field that is dedicated to the effective management of change and creation of high performance organizations. The importance of *how* to adapt the theories,

principles, and techniques so that they will be compatible with a variety of different cultures, economic systems, and political systems will be discussed and examined through *Global Organization Development* text and collection of articles from around the globe including Europe, Asia, North America, and Africa (“Special Edition: Best Global Practices in OD” from *Organization Development Journal*).

This course provides the conceptual frameworks and tools to lead and deal with organization development and change needed to pursue capacity building strategies. Students will:

Examine both social and organizational change that provides the foundation to lead a small-scale or large-scale change initiative.

Be introduced to the field of capacity building: its key players, concepts, and theories focused on building individual and organizational effectiveness.

Explore how the concept of sustainability and the triple bottom line can be built into change initiatives as it relates to the organizational level.

Address basic competencies, principles, and skills necessary to bring about change.

Build capacity at the individual, organizational, multi-organizational, and global capacity levels.

Review three government related case studies: “Building Community Capacity: AI in the US Navy”, “IT Strategy for the U.S. Department of Justice”, and “The United Nations Global Compact – Building Capacity at a Global Level.”

Students will learn several leading theories and approaches to change. Three of these include: the work of Karl Weick’s Sensemaking model, John Kotter’s 7-Step Approach to Leading Change, and David Cooperrider’s Appreciative Inquiry (AI) approach to change highlighted in Chapter 7 in your *Managing Organizational Change* book (2009) and Chapter 5 in *Global Organization Development* book (2006). AI originated in the nonprofit sector and is the leading organization development and change methodology used for capacity building today. The course will also provide a set of worksheets, questionnaires, templates, and guidelines that can serve as tools to assist leaders and managers in guiding change initiatives to integrate the fields of OD, leadership, change management, and multiple approaches.

## Objectives

Understand the role, history, values, and fundamental issues in global organization development.

Learn the context for the practice of global organization development (case illustration: the United Nations Global Compact).

Describe and apply methods of assessing and measuring change efforts.

Describe and discuss the processes of initiating, sustaining, and redesigning organizational change.

Learn the Appreciative Inquiry approach 4-D method to build an organization's positive core.

Understand and apply various strategies and models of organizational change in real-life situations (i.e.: Questions Thinking, Whole Systems Approach, Strategic Planning, Future Search, Sensemaking, Balanced Scorecard, SOAR, Constructive Accountability, etc.).

Complete a self-assessment on the effectiveness of your change leadership skills and strategies to facilitate change within your organization (you can use parts of your leadership model from MGT 6013).

Describe and develop a change management initiative for your team, department, or organization (several illustrations will be provided).

Appreciate the global complexities of organization development, change, and human systems.

## Globalization and the New Economy

### Description

The 21<sup>st</sup> Century will not be like the 20<sup>th</sup> Century. We are entering an era of dramatic change with potential impacts on the structure of society as profound as those resulting from the Neolithic and Industrial Revolutions. These changes will confront tomorrow's leaders with vastly new opportunities and challenges for which they must be prepared.

Globalization and the New Economy is designed to prepare students for the challenges of the 21<sup>st</sup> Century by enhancing their awareness and understanding of the economic, demographic, political, social, and cultural changes that are occurring, and the implications of these changes for effective global leadership and citizenship.

### Objectives

Enhance awareness and understanding of the (demographic, economic, technological, financial, legal, political, social, cultural, and ethical) changes occurring in the 21<sup>st</sup> Century.

Understand the historical antecedents, the enormous magnitudes and numerous dimensions of globalization; its benefits and costs; and its broad implications for business and the global society.

Understand how a nation's economic, political, legal and cultural institutions affect its ability to participate in and benefit from globalization; and how globalization impacts a nation's social infrastructure and institutions.

Understand the implications of the changes in the 21<sup>st</sup> Century for strategy, business planning, and for the effective leadership of global organizations.

Prepare future leaders for the opportunities and challenges presented by the global economy of the 21<sup>st</sup> Century.

Increase students understanding and appreciation of different peoples, cultures, values and beliefs.

Prepare students to be responsible, contributing members of the global community.

## Managing a Global Workforce

### Description

This course studies principles, techniques, and strategies to manage a global workforce in a multi-cultural organization. The course explores differences in cultures, the origins of cultural differences, and the multiple and diverse impacts culture has on the management of human resources and performance of global organizations. Issues encountered in recruiting, training, motivating and retaining a skilled global workforce are addressed.

The course also examines differences in ethical systems, values and beliefs, and their impacts on the practice of management, and on individual and organizational performance.

### Objectives

Understand the basic challenges to and principles for effective human resource management in a global organization.

Understand the concepts of culture and cultural variations in international management and the influence of environmental factors on the societal culture.

Learn various cultural frameworks and apply appropriate models for understanding cultural differences as they relate to motivation and job satisfaction.

Understand the meaning and significance of communication in international companies and the way that cultural differences influence the process of communication.

Increase awareness of business ethics, moral norms and corporate social responsibility as they relate to international business decisions.

Gain familiarity with the International Ethical Codes of Conduct and pressing legal challenges for dealing with global companies.

Explore the role of diversity management and international organizational behavior related to operating in global environments.

Understand the role of negotiations and managing conflict as it relates to effective decision making.

Integrate and synthesize problem-solving skills using case analysis, simulation and reflection exercises.

## Global Business Planning and Strategy

### Description

This course exposes the student to the many dimensions of strategic business planning, strategy and decision making in a fiercely competitive and rapidly changing global environment. The course covers the analysis of the external (economic, technological, political, and social) global environment; the creation of vision and mission statements that define the organization's strategic direction, role in society and long-term objectives; the development of effective business strategies for creating sustainable competitive advantage, and for responding to the opportunities and threats identified in the external environment; and the successful implementation of the organization's strategies and achievement of its goals.

The course also explores market-entry strategies, global business alliances, partnerships and joint ventures; risk-management strategies for global markets; and strategies for competing effectively in developed and emerging markets around the globe.

The student will utilize skills learned from prior courses in leadership, organizational change, globalization, and management of human resources to develop and execute an organization's strategy. The student will learn a variety of strategic planning tools, concepts and techniques that are used to orchestrate the development of strategy and business plans. The course also covers the many practical economic, political and cultural issues that arise in the administration of the business planning process within a large, global organization.

### Objectives

Learn how to create, formulate, and communicate effective strategic direction, vision and mission for and throughout global organizations.

Learn how to conduct comprehensive analyses of key competitors, industry structure, market demands, technological trends, social and cultural values and beliefs, and political risks in the context of a globally competitive external environment.

Learn how to identify external opportunities and threats.

Learn how to assess an organization's internal strengths and weaknesses.

Learn how to formulate effective long-term strategies for creating sustainable competitive advantage.

Learn appropriate market-entry and competitive strategies for developed and emerging markets.

Learn how to implement business strategies successfully.

Learn how to identify, assess, and incorporate business ethics, social values, and corporate responsibilities into the strategic planning process.

Learn how to effectively administer, monitor, and sustain the business planning process in a large global organization.

Learn how to utilize tools from numerous disciplines in the development of an organization's strategic plans.

Learn how to identify and respond to the strategic challenges confronting business organizations in the globally competitive 21<sup>st</sup> Century.

Learn how to think strategically.