

UNIVERSIDAD DEL SAGRADO CORAZÓN
BUSINESS ADMINISTRATION DEPARTMENT
POSTGRADUATE PROGRAM

SYLLABUS

COURSE TITLE: Global Leadership & Management

COURSE NUMBER: ADM 615

CREDITS: Three (3) credits, three (3) hours a week, one (1) academic session

DESCRIPTION

This graduate course prepares the student to articulate effective leadership practices, oriented towards a management of individuals and teams in organizational settings, which takes into account the human and cultural dimensions of business life. Drawing on the studies of the fundamental competencies required for an effective leadership in a knowledge society, students are walked through the process of identifying effective strategies for the creation of high performance and high collaboration teams, as well as for the strategic direction of human capital. The course also provides an analysis of the latest theories and research findings on leadership in global and multicultural organizations.

JUSTIFICATION

More and more, organizational leadership requires leadership skills and competencies that go beyond the managerial abilities and functions as practiced and developed during the industrial era. Knowledge societies and knowledge workers demand the development of much more sophisticated competencies in order to achieve an effective management of people and teams. The global, changing and uncertain scenarios in which contemporary organizations need to operate, entails the development of organizational learning, change management and adaptation competencies. This course has the objective of equipping leaders with those very competencies in order to lead effectively in this new global landscape.

OBJECTIVES

By the end of this course, students will be capable of:

1. Understanding the key competencies needed to lead organizations effectively in the context of a knowledge economy.
2. Distinguish traditional managerial functions from leadership functions in contemporary organizations.

3. Analyse the latest leadership theories, models, concepts, principles and practices regarding leadership issues, within the context of global, international and multicultural organizations.
4. Assess the most effective strategies for the creation, building and direction of high performance teams.
5. Identify effective mechanisms to obtain higher levels of performance and execution from the human talent under your supervision.
6. Distinguish the leadership models and practices characteristic of the industrial era, from those that could be more effective in the post-industrial era and in a knowledge economy.
7. Adapt to global scenarios and lead change processes and transitions.

COURSE OUTLINE

- I. From managers to leaders: Theories of effective leadership
 - A. Definitions and theories of leadership
 - B. Leadership styles
 - C. Principles of leadership
 - D. From personal leadership to organizational leadership
 - E. Dimensions of leadership
 - F. Leadership versus Management; leadership versus administration
 - G. Towards and effective leadership in organizational contexts
- II. Integral Leadership Model
 - A. Leading people, groups and organizations
 - B. Most common mistakes
 - C. Routes of Success
 - D. Key Competencies
 - E. Emotional Intelligence
 - F. Social Intelligence
 - G. Cultural Intelligence
 - H. Political Intelligence
- III. Leading Teams
 - A. The culture and dynamics of groups and teams
 - B. Groups versus teams
 - C. Building high performance teams
 - D. The role of the leader in the execution of a team

- E. The role of the leader in creating a healthy environment
- F. Group processes in teams
- G. Leaders as creators of trust and social capital
- H. Dealing with differences and Diversity in teams

IV. Leadership and Strategic Direction in Organizations

- A. Visioning
- B. Strategic Alignment
- C. Motivation, cohesion and engagement
- D. Organizational Design
- E. Strategic Leadership in a Global Scenario
- F. Leadership and Corporate Social Responsibility
- G. New Markets
- H. Crisis Management
- I. Strategic Alliances
- J. Innovation and Competitiveness

V. Authenticity and Leading Oneself

- A. Personal development of leaders
- B. The inner theatre of a leader
- C. Care of oneself, care of others
- D. Career development
- E. Principles and values
- F. Mission and legacy
- G. Personal Development Plans
- H. Coaching and other training and development strategies

VI. Traits that define a global leader

- A. Thinking globally
- B. Managing culture
- C. Adaptability skills
- D. Building partnerships and alliances
- E. Sharing leadership
- F. Change Management

INSTRUCTIONAL STRATEGIES

The course is developed through lectures, case studies discussions, independent studies, group work and written and oral presentations.

EVALUATION

Essay	15%
Case Study	20%
Midterm Exam	20%
Personal Development Plan	20%
Final Exam	25%
Total	100%

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READINGS LIST

1. Students are required to read the business section of major newspaper – preferably The Wall Street Journal, The Financial Times, and The Economist- in order to stay informed of developments in the world economy.
2. A comprehensive reading list of current global articles will be given at the beginning of class

The electronic databases to which the Biblioteca Madre María Teresa Guevara subscribes directly and through COBIMET Consortium, includes books, documents, magazine and newspaper articles, and other information resources related to course topics.

To use the database, follow these steps:

To access from the library:

- type the address <http://biblioteca.sagrado.edu/>
- select Biblioteca Virtual link, and a page will appear in which you can start making your search for information and access databases

For off campus access, or using personal computers:

- type the address <https://portal.sagrado.edu>
- type your username and password,
- locate and select the Biblioteca Virtual icon, and a page will appear where you can start making your search for information, and access databases

REASONABLE ACCOMMODATION

Students who need special assistance or auxiliary services shall apply to the Associate Dean of Student Affairs at the beginning of the course or as soon as acquiring knowledge thereof, but not later than the third week of classes.

ACADEMIC HONESTY, CHEATING AND PLAGIARISM

Any student who fails to follow the dishonesty, fraud and plagiarism policy is exposed to the following sanctions: receive grade of zero on the assessment and / or rework on the course, note F (*) in the course: suspension or expulsion as defined in the document Academic Honesty Policy, number: 205-001 DAEE dated effective August 2005.

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