

## SELF PROGRAM 2016/2017

### Global Leadership

Principal lecturers: Prof. Marc Valax, Ghulam Murtaza

#### Course information

**Number of credits:** 6 credits

**Contact hours:** 30 hours

**Hours taught per week:** 3 hours

**Teaching period:** spring 2017

#### Course description:

Global challenges need to be treated at an individual and an organizational levels. It means that during the lessons we will have a better knowledge about the competencies needed to be successful in a global environment in different locations especially emerging markets and, more importantly, how these competencies are gained. A combined effect of work and non-work experiences are as important as individual personality characteristics. Our main focus will be why and how to build the pipeline of future global leaders critical for the competitiveness of organizations going forward.

#### Prerequisites

HRM basic knowledge

#### Course objectives

Overall review of the current situation of global leaders at a time of shifting certainties and of a lack of actual solutions.

New prospects to understand the leadership roles and styles and widen it to include forms of power in multinationals and managerial effectiveness.

## **Targeted skills :**

1. Speaking
2. Active Listening
3. Social Perceptiveness
4. Persuasion
5. Critical Thinking
6. Service Orientation
7. Judgment and Decision Making

## **Targeted knowledge:**

1. Responding to financial globalization, uberization and prosumers,
2. Overseeing movement of jobs to countries with low-cost labor,
3. Managing workforce diversity and efficiency,
4. Improving quality and productivity in MNCs,
5. Types of leadership.

## **Overview :**

INTRODUCTION: International Human Resources Policy and definition of leadership

### Part 1

OPPORTUNITIES FOR GLOBAL LEADERS

CHAP 1      MANAGERIAL GRIDS AND TYPES OF POWER

CHAP 2      GLOBAL LEADERSHIP ROLES

CHAP 3      GLOBAL LEADERSHIP STYLES

### Part 2

IN SEARCH FOR GLOBAL COMPETENCE AND LEADERS' ADJUSTMENT

CHAP 4      DETERMINANTS OF GLOBAL LEADERSHIP EFFECTIVENESS

CHAP 5      EXAMPLES OF POLITICAL AND MANAGEMENT GLOBAL LEADERS

CHAP 6      MANAGING GLOBAL LEADERS IN MULTINATIONALS COMPANIES

### CONCLUSION

BECOMING A GLOBAL LEADER IN THE NEXT DECADE

## **Assessment:**

A two-hour individual written exam + a case study continuing examination

## **Attendance:**

In order to participate, students must be present. Nevertheless, a maximum of 2 (two) unexcused absences will be allowed otherwise no mark will be given. An unexcused absence at a test (final test or continuous assessment) means no credits for the course.

## **Bibliography:**

Black J.S. and Morisson A.J. (2014), *The Global Leadership Challenge*, Routledge, New York.

Caligiuri, P. (2006). Developing global leaders. *Human Resource Management Review*, 16: 219–228.

PriceWaterhouseCoopers's Annual Global CEO Survey. (2011). Growth reimagined: Prospects in emerging markets drive CEO confidence. PriceWaterhouseCoopers.

Redman, T. & Wilkinson, A. (2011), *Contemporary Human Resources Management*, Prentice Hall, London.

Selmer, J., & Lam, H. (2004). "Third-culture kids" future business expatriates? *Personnel Review*, 33: 430–446.

Shaffer, M., Harrison, D., Gregersen, H., & Black, S. (2006). You can take it with you: Individual differences and expatriate effectiveness. *Journal of Applied Psychology*, 91: 109–125.