IE 8970: Leadership of the Global Technical Organization
Course Syllabus – Winter 2015

Instructor: Dr. Julia C. Gluesing, Professor, Global Executive Track
Industrial and Systems Engineering

Classroom: MEB Conference Room, Industrial & Systems Engineering Department

Contact: Email: j.gluesing@wayne.edu

Office: Room 2074, 4815 Fourth Street, Detroit, MI 48202
Office Hours: By Appointment and Online

Prerequisites: Executive Ph.D. Track Candidate

Software: None

Web Site: PowerPoint Slides, articles, handouts, syllabus, answers to homework, and online access to grades are available on http://blackboard.wayne.edu. Additionally, announcements will be posted on Blackboard and emailed out to the email addresses registered on Blackboard.

Program Mission: To provide the opportunity for working executives to combine real-world experience with academic skills to create a new class of technical leaders who embrace integrative thinking, are globally aware, and are capable of producing sustainable value to any organization throughout the world.

Course Goals and Approach

Goals
The five goals of the course are:
1. Present a global perspective on leadership, enabling an understanding of leadership at multiple levels: personal, organizational and societal.
2. Educate leaders who can make a difference in the global technical organization.
3. Develop specific leadership skills and abilities, and provide students the opportunity to apply these skills for immediate impact.
4. Develop the ability to critically evaluate leadership approaches, behaviors, and products
5. Inspire a lifelong study of leadership.

Approach
This course examines leadership of the technical organization from two perspectives:
1. A comprehensive view of leadership theories and research – what we know about leadership and what questions are still to be answered about leadership.
2. A practical view of how leadership is actually practiced in global technical organizations.

Leadership of the technical organization, particularly when that organization is global, can have many different meanings and is contingent on the context in which leadership is practiced. Leadership must be understood as not just traits or attributes belonging to an individual, but also as socially constructed and socially enacted in specific situations. Leadership types and leadership behaviors vary by country and by organization, as well as by individual. Understanding the factors that play a role in determining how leadership is actually practiced in varying contexts and situations is important to developing a personal leadership style that is both ethical and adaptive and that will enable you to lead a technical organization that crosses many organizational and cultural boundaries. The course concentrates on increasing your ability to both examine and practice leadership in a wide variety of situations so that you will be able to lead appropriately in the
different contexts you are likely to encounter in your technical careers. The course format will include lectures, exercises, discussion, presentations you will make, presentations by guest speakers, and team projects. Through this interactive format we will focus on understanding the elements of leadership and the dynamics of leadership behavior, on developing the skills and abilities necessary for leading in a global technical organization, and on applying this knowledge to your work.

Course Texts and Readings

Texts (you are required to purchase, borrow, share, or otherwise obtain yourselves):


Additional Readings:

Additional readings, either articles or book chapters, will be posted on Blackboard for you to access online. Refer to the requirements listed in this syllabus for specific reading assignments. You will also be required to read news publications; see course requirements below for details.
Course Requirements

“News” Presentations: You will be responsible for daily/weekly reading of prominent business publications, for example, The Wall Street Journal, the Financial Times, Investor’s Business Daily, and the Economist. At Saturday class sessions you will be making a short presentation based on an article from one of the publications that illustrates leadership concepts, principles, values or behaviors in context. These presentations will be 5 minutes long and will convey to the rest of the class the key “take away” points from the news articles and how these points can help you improve your global leadership competencies. You should provide 1 – 3 “take-aways” for the audience that tie the news to what we are learning in class. Focus on insights that reinforce or illustrate key concepts and practices. You are to post to the Blackboard Discussion Board a paragraph summarizing the key points in the news article and the take-away points that you wish to convey to your audience. Provide a web link to the article, if possible. If you cannot provide a web link to the article, please bring copies of the article with you to distribute to the class members and instructor. There is no need for PowerPoint slides for the news presentations.

Some of you may already subscribe to or have access to these publications. If you do not have these publications available to you already, you can access them online daily for free via the WSU library system. You will not have to subscribe to them to access all the articles. Past articles are most often archived and may not be available free to non-subscribers unless you obtain them through the library system.

Homework: You will be required to complete three written homework assignments, based upon the required readings. The homework will be designed to help you learn the key concepts in the readings that are central to the objectives of this class. The homework will also help you learn how to think about and evaluate leadership. Students will be required to place an electronic copy of their homework on Blackboard.

Participation: Class sessions will be conducted in graduate seminar format; that is, the class meetings are intended to be interactive, with participation of, and contribution from, all members. The proportion of the grade assigned to presentations and class participation reflects this intention. You are expected to complete the readings for each class session before you come to class. There is quite a bit of reading, but most of it is not technical, so if you pace yourselves throughout the month, you should not have a problem completing it.

Term Project: For the term project you will apply what you are learning in the class and in your readings to an actual global leadership problem of practice. For the project, you are to select an organization or a unit/department in an organization with which you have enough familiarity to analyze a specific, significant global leadership challenge that the organization or unit/department is facing. Conduct a culture, leadership and organization assessment to identify the global leadership issues, challenges, and potential solutions for the organization you have selected. Prepare a final report of your findings and make recommendations for improving the global leadership situation. You are to make a presentation of your findings and recommendations on the last day of class. See detailed instructions for completing the term project.
Other Activities and Guest Speakers:

On occasion, we may engage in in-class exercises, watch videos during class, and hear from guest speakers to enhance learning of key leadership concepts and practices.

Grading:

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<th>Component</th>
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<tr>
<td>News Presentation</td>
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<td>Class Participation</td>
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<td>Homework</td>
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<td>Term Project</td>
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<td><strong>TOTAL</strong></td>
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This class will use Blackboard extensively. Please check Blackboard frequently for class updates.

Special Needs: If you have a documented disability that requires accommodations, you will need to register with Student Disability Services for coordination of your academic accommodations. The Student Disability Services (SDS) office is located at 1600 David Adamany Undergraduate Library in the Student Academic Success Services department. SDS telephone number is 313-577-1851 or 313-577-3365 (TDD only). Once you have your accommodations in place, we will be glad to meet with you privately during office hours to discuss your special needs. Please refer to the SDS website for further information about students with disabilities and the services we provide for faculty and students: [http://studentdisability.wayne.edu](http://studentdisability.wayne.edu)

Attendance: We strongly recommend that learning partners attend all classes in person. In case of travel, join the class remotely. Contact Mr. Mark Garrison at mark.garrison@wayne.edu for making arrangements for remote participation.

Honesty: Learning partners registered for this course should obey the rules of academic integrity and follow the code of conduct. Please look at the following document: [http://www.doso.wayne.edu/codeofconduct.pdf](http://www.doso.wayne.edu/codeofconduct.pdf)
Class 1 – Saturday, January 10
Introduction and Course Overview
What is Leadership?
What is Culture?
Globalization and Leadership Challenges

OBJECTIVES:
- Introductions and Course Overview
- Answer the questions: What is leadership? What is organizational culture?
- Review what we know about leadership: past, present and questions yet to be answered.
- Discuss the relationship between leadership and organizational culture.
- Understand the global context of organizing and its relationship to leadership.
- Review the major theoretical underpinnings of leadership in a global context.
- Understand the cultural influences on organizational leadership.

ASSIGNMENTS:
1. Review detailed description of Term Project requirements and expectations.

READINGS:

Source                  Reading
Global Leadership       Chapter 1: Mendenhall, Mark E., Leadership and the Birth of Leadership
                        Chapter 1 – Antonakis, J., Cianciolo, A., & Sternberg R. Leadership: Past, Present, and Future, pp 3 - 15
Blackboard              Handbook of Global Management
                        Globalization: Hercules Meets Buddha (pp 3 – 23)
Class 2 – Saturday, February 14
National Culture, Organizational Culture, and Leadership
Leadership and Cultural Variation

OBJECTIVES:
- Understand the relationship between organizational culture and national culture and what it means for leading in a global context
- Review examples of cultures in organizations
- Discuss how culture emerges in new groups
- Understand how leadership varies across cultures.

ASSIGNMENTS:
1. Submit homework assignment 1.
2. Presentations of leadership articles from publications.
3. Submit one-page description of Term Project topic and review projects in class.

READINGS:

<table>
<thead>
<tr>
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<tr>
<td>Blackboard:</td>
<td>Leadership in a global context: New directions in research and theory development</td>
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<tr>
<td>Articles from Journal of World Business, Special Issue: Leadership in a Global Context.</td>
<td>Richard M. Steers, Carlos Sanchez-Runde and Luciara Nardon ............................................ 479</td>
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<td>Conceptualizing leadership across cultures</td>
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<td>Marcus W. Dickson, Nathalie Castaño, Asiyat Magomaeva and Deanne N. Den Hartog ........................... 483</td>
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<td>Defining the “global” in global leadership</td>
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<td>Mark E. Mendenhall, B. Sebastian Reiche, Allan Bird and Joyce S. Osland .............................. 493</td>
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<td>Strategic leadership across cultures: Current findings and future research directions</td>
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<td>Hui Wang, David A. Waldman and Hongyu Zhang</td>
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<td>Chapter 2, The Levels of Culture, pp 25 – 37</td>
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<td>Chapter 3, Cultures in Organizations: Two Case Examples, pp 39 – 61</td>
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<td>Chapter 4, How Culture Emerges in New Groups, pp 63 – 84</td>
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READINGS (continued):

**Source**  
**Reading**

Blackboard  

Blackboard  

Blackboard  

Hoffman, Bryce  
American Icon: Alan Mulally and the Fight to Save Ford Motor Company.  
Read entire book.
Class 3 – Saturday, March 14
The Dimensions of Culture: Cultural Assumptions
Leadership and Change
Assessing Culture

OBJECTIVES:
 Understand the dimensions of culture: External Adaptation, Internal Integration, and Reality and Truth
 Understand the dimensions of culture: Nature of Time and Space, Human Nature, Activity and Relationships
 Review cultural typologies and deciphering culture
 Understand the components of leadership in creating and changing culture
 Understand the process of assessing corporate culture

ASSIGNMENTS:
1. Submit homework assignment 2.
2. Presentations of leadership articles from publications.
3. Submit detailed outline of Term Project.

READINGS:
Source
Organizational Culture and Leadership

Reading
Part II: The Dimensions of Culture, Chapters 5, 6, 7, pp 85 – 149
Part II: The Dimensions of Culture, Chapters 8, 9, 10, 11, pp 151 – 222
Symmetric and asymmetric leadership cultures: A comparative study of leadership and organizational culture at Hyundai and Toyota
Won Shul Shim and Richard M. Steers

Part III: The Leadership Role in Culture Building, Embedding, and Evolving, Chapters 12, 13, 14, 15, 16, 17, 18 pp 223 – 391

Class 4 – Saturday, April 11
Leadership Competencies and Leadership Development
Leading Innovation

**OBJECTIVES:**

- Understand leadership competencies in complex, changing, global organizations
- Examine leadership in China.
- Understand how to lead innovation and inspire others to take initiative, especially in complex, rapidly changing environments.

**ASSIGNMENTS:**

1. Submit **homework** assignment 3.
2. Presentations of leadership articles from publications.

**READINGS:**

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<tr>
<td>Global Leadership</td>
<td>Chapter 4: Bird, Allan, Mapping the Content Domain of Global Leadership Competencies</td>
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<td>Chapter 5: Osland, Joyce S. and Bird, Allan, Process Models of Global Leadership Development</td>
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<td>Chapter 6: Bird, Allan and Stevens, Michael J., Assessing Global Leadership Competencies</td>
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<tr>
<td>Organizational Culture and Leadership</td>
<td><em>Part III: The Leadership Role in Culture Building, Embedding, and Evolving</em>, Chapters 19, pp 393 – 418</td>
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Class 5 – Saturday, April 25
Leading the Virtual Workforce
Final Paper Presentations

OBJECTIVES:

➢ Learn how to design and form global teams to create conditions for effectiveness.
➢ Learn how to lead in global teams and manage team processes effectively when working both domestically and globally.
➢ Understand the leader’s role in the context of the virtual workforce.

ASSIGNMENTS:

1. Submit completed written Term Project paper.

READINGS:

Source          Reading


Blackboard      Reinecke et al. 2013. Doodle around the world: Online scheduling behavior reflects cultural differences in time perception and group decision-making. Proceedings of the Computer Supported Cooperative Work Conference (CSCW)


HAVE A WONDERFUL SUMMER!