Leadership and Management in a Global Context
4 Credits

Spring Term 2017

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COURSE OVERVIEW
This course is designed to provide future managers, the knowledge and tools to apply when working with people in a global business context using a combination of theory and practical exercises. A focus of the course is to gain increased self-awareness and how this influences the way we are perceived and how we work with, manage and lead others. Given the increasingly globalized world we operate in, an understanding and development of intercultural communication skills are key elements that will be taught and applied throughout the course. It is in the best interest of leaders and managers to capitalize on culture and to develop intercultural competencies to mitigate miscommunication and misinterpretations and to adapt their management styles when dealing with people and businesses from different cultural backgrounds or in a different cultural context.

DIDACTIC APPROACH AND CLASS ATTENDANCE
From a methodological perspective, the course will be taught with an underlying focus on effective team work. Students will be assigned to teams and will be given a subject on which they will do research. Each team will be responsible for preparing a research paper and a presentation pertaining to the subject. Teams should anticipate spending time developing these sessions outside of class.

The course utilizes an active learning methodology, integrating theory with practice. Learning tools include interactive lectures, group exercises, discussions and simulations that give the opportunity to identify strengths and weaknesses in dealing with people and also defining leadership style.

The course also contains an assessment/feedback component. Participants will be required to give and receive both positive and negative feedback regarding their own and their colleagues’ performance during the team project.

As much of the learning in the course occurs in the classroom, class attendance and active class participation are crucial to achieving the learning goals. It is imperative that participants come to class prepared and ready to work.

The objective is to allow you to get the most out of the class through active participation and learning from others. Students should come to class prepared, willing and enthusiastic to participate in exercises in the classroom and class discussions, engaging in "ethical" behavior with regards to projects and assignments and refrain from using computers and other electronic devices which do not pertain to the course or its content. Please note that all courses are mandatory. A maximum of three announced absences are accepted to accommodate external constraints.
LEARNING OUTCOME
The main pedagogical goals of this course are:

- Synthesize key concepts of leadership and management
- Apply appropriate leadership style depending on situation and context
- Define personal profile and preference when working with others
- Explore own strengths and weaknesses and areas for development
- Adapt conflict resolution techniques and provide constructive feedback
- Demonstrate cultural sensitivity and intercultural communication skills

As the course includes an intercultural component the cultural differences that exist within the classroom will be exploited for learning purposes.

ASSIGNMENTS and EVALUATION
You will be evaluated based on two different components

1. **Team Project 60%**
   The objective of the team project is to develop a topic pertaining to the subject of the course.
   a. **Project:** Each team will be assigned a topic that they will prepare during the semester and present to the rest of the class. The duration of the class presentation will be 40 minutes in total split between the team presentation, Q&A and class feedback.
   b. **Assessment:** The team will be assessed on the presented content, the team dynamics report and the team contract. Excess duration of the presentation will affect grading.
   c. **Deliverables and grades:** Oral presentation on assigned topic, hard copy of the presentation maximum 15 slides (if slides are used) **40%**, team contract **5%**, written report on team dynamics, issues and ways they were solved **5%** and Peer review on participation **10%**
   d. Font size Arial 10 with 1,5 or single line spacing.

2. **Individual Project 40%**
   The objective of the individual project is for students to reflect on their evolution during the semester in terms of self-awareness and management and leadership skills and where they will be able to apply these skills in future situations.
   **Deliverables:** 3 page written paper Font size Arial 10 with 1,5 or single line spacing.

MATERIALS & READINGS
All of the materials that you need will either be handed out in class or posted on the course Moodle platform.  
Enrolment key **LHRM2017**
**COURSE SCHEDULE OVERVIEW**

**Please note that the schedule and order of topics may be subject to change. Breaks and session planning will be discussed in class.**

**NB Sessions marked with * are mandatory as team involvement and work will take place.**

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<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Competencies developed</th>
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<tbody>
<tr>
<td>1</td>
<td>22.02 Laying the foundations - Definitions and perceptions</td>
<td>Learning capabilities</td>
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<tr>
<td>2</td>
<td>01.03 Management vs. Leadership major differences and skill set</td>
<td>Leading others, communication &amp; influence</td>
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<td>3</td>
<td>08.03 Working in teams, key definitions and concepts. Assessing perception of others. Team formation for presentations</td>
<td>Interpersonal understanding, teamwork &amp; cooperation</td>
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<td>*4</td>
<td>15.03 Defining personal profile and leadership style. Use of psychometric questionnaire</td>
<td>Self-awareness</td>
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<td>*5</td>
<td>22.03 Managing people – the art of giving and receiving feedback. Use of psychometric questionnaire</td>
<td>Self-awareness, coaching others, interpersonal understanding, communication skills</td>
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<td>*6</td>
<td>29.03 Managing people – conflict resolution Team contract development</td>
<td>Interpersonal understanding, communication &amp; influence</td>
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<td>7</td>
<td>05.04 Developing Global Management and Leadership Competencies</td>
<td>Leading others, communication &amp; influence</td>
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<td>*8</td>
<td>12.04 Motivating and developing people (Guest speaker)</td>
<td>Coaching others, interpersonal understanding</td>
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**EASTER BREAK**

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<tr>
<td>9</td>
<td>26.04 Managing people - Recruiting and rewarding</td>
<td>Coaching others, Interpersonal Understanding</td>
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<td>10</td>
<td>03.05 Corporate culture and the underlying subcultures that form an organization.</td>
<td>Organizational Understanding</td>
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<td>10.05 Team Presentations and group feedback</td>
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<td>*12</td>
<td>17.05 Team Presentations and group feedback</td>
<td>Listening skills, communication and feedback skills</td>
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<td>*13</td>
<td>24.05 Team presentations and group feedback</td>
<td>Listening skills, communication and feedback skills</td>
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<td>*14</td>
<td>31.05 Team presentation Course summary, key learnings and next steps</td>
<td>Self-awareness, vision and strategy</td>
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DETAILED COURSE DESCRIPTION - All the articles and links are available on Moodle

Session 1: Laying the foundations – Definitions and Perceptions

Content
During this session we will discuss the programme, agree on schedules and timing and semester objectives.
Key concepts will be defined to lay the foundations for the course.
Presentation and discussion about perceptions and how they shape our view of the world and of others.

Readings
Cohen, S., 2010. Effective global leadership requires a global mindset

Session 2: Management vs. Leadership - major differences and skill set

Content
We will explore the main differences between Managing and Leading and what skill sets are required in both situations. We will discuss the competencies and skills that global leaders possess and apply.

Readings
Buckingham, M., 2005. What Great Managers Do

Session 3: Working in teams, key definitions and concepts. Assessing how we work with others.

Content
Key concepts will be discussed and presented and the challenges that teams are faced with when operating in a global context. Participants will be assigned to teams based on their cultural background for the purpose of the team project.

Readings
Kohlireser, G., 2012. 10 "People" Mistakes
Session 4: Defining personal preferences and leadership style

Content
The way we are or perceive ourselves influences the way we feel and our behavior when interacting with others. The purpose of this session is for participants to gain a deeper understanding of the way they perceive themselves and develop more self-awareness by working on a psychometric questionnaire.

Readings
Goleman, D., 2000. Leadership that Gets Results
Blackman, C., 2009. Element B: Behavior
Schutz, E., 2009. Trust and the Bottom Line

Session 5: Managing people – the art of giving and receiving feedback

Content
The way we provide feedback and how feedback is perceived is a concept that varies from one culture to another. This session will build on the psychometric questionnaire and results of Session 4. Team members will give and receive feedback from other group members and differences of results will be discussed.

Readings

Session 6: Conflict resolution

Content
When conflicts arise it is essential to be able to adapt our communication style to find out the reasons for the conflict and mitigate the risks irreversible relationship damages. The respective teams will create a team contract that will manage their collaboration during the duration of the team project collaboration.

Readings
Ting-Toomey, S., 1994. Managing Intercultural Conflicts Effectively
Meyer, E., 2014, Navigating the Cultural Minefield, HBR
Session 7: Developing Global Management and Leadership Competencies

Content
Intercultural Communication Competencies have become a skill that global leaders and managers are required to possess. It enables to understand and adapt communication style when working with, motivating, and developing people from different cultural backgrounds. The objective of this session is to understand what differences exist and the strategies to put in place when interacting in a different cultural context. We will also see how culture influences areas such as Marketing, HRM and Management. Participants will work on a Case Study to practice intercultural competencies.

Readings
Meyer, E., 2014. Navigating the cultural minefield. HBR

Session 8: Motivating and developing people

Content
Motivating and Developing are part of the key components that make up Human Resource Management. The way we motivate varies from one culture to another. This session will also include an element about how the way we sell ourselves in interview or when creating our CV also varies and is perceived in different ways. Motivation principles and concepts will be addressed and analyzed from different cultural angles.

Readings
Thomas, D.C., Inkson, K. 2009. Motivating and Leading Across Cultures
Katzenbach, J. R., Khan, Z. 2010 Money is not the best motivator

EASTER BREAK

Session 9: Managing people - Recruiting and rewarding

Content
Recruiting the right people for the organization or for a project is important for the success of any organization. We will discuss the different recruitment strategies and the key components of reward systems.

Readings
Kerr, J. and Slocum, W., 2005. Managing corporate culture through reward systems pages 130-137
British Council., 2013. Culture at Work
Summary: http://www.youtube.com/watch?v=kFnI464oNb8
Session 10: Corporate culture and the underlying subcultures that form an organization.

Content
Gain a deeper understanding of what forms a corporate culture and subcultures such as functional, professional or gender diversity. Corporate culture is a key element when recruiting people or when searching for a job.

Readings
What is organizational culture? http://blogs.hbr.org/2013/05/what-is-organizational-culture/

Session 11: Team project preparation and/or team presentations
This session will be used for teams to prepare and work on their group project. Depending on the number of participants part of this session will be used for team presentations.

Sessions 12 & 13: Team presentations and feedback
Content
Seven teams will present their project. Each presentation will last 15 minutes followed by a 5 minute Q&A session. The listening teams will group after the Q&A session and provide their feedback regarding the presentation based on an assessment form. This exercise will further develop listening and feedback skills and assess the learning of topics seen in class.

Session 14: Course summary, key learnings and next steps
Content
This session will assess the changes that occurred in participants since the beginning of the course and how these have influenced the way that people assess themselves. We will also summarize the course providing key conclusions and prepare the next steps for participants going into industry with useful suggestions and links.

Readings
Pulcrano, J., 2012. Six Keys to Entrepreneurial Networking Success – What Networking Activities Should First-Time Entrepreneurs Focus on to Increase Their Chances of Success?
Additional bibliography suggestions:

## Key Dates

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