

# **CEMS Global Leadership Practice (42E00301, 6 ECTS)**

## **SYLLABUS**

**March 16, 2022**

Instructor's contact information	Course information
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### **1. OVERVIEW**

This course is about leading globally in a diverse multicultural context and in different kinds of organizations. The overarching question of the course is “How can I manage myself and others in international settings and from different contexts?” The classes and exercises contribute to your global leadership competences so that you can appreciate and leverage on diversity. The course develops your skills to pursue a global career and manage a diverse workforce in an environment characterized by interactions over distance. It also raises awareness of the importance of socio-cultural sustainability and communication competences for global leaders.

### **2. PREREQUISITES**

The course is compulsory for and exclusive to CEMS and GM students.

### **3. LEARNING OUTCOMES**

Upon completion of the course, you will be able to better lead yourself and design appropriate leadership practices for various contexts. As a future change agent in your own organization, you will also appreciate that leading people is every manager’s responsibility.

## **4. ASSESSMENT AND GRADING**

### **1. Reflections on class materials (4 x 5 p.) 20%**

- a) Managing across cultures (mandatory)
- b) Leading yourself
- c) Leading teams
- d) Leading in NGOs
- e) Employee experience
- f) Organization culture

### **2. Case solution to PLT consulting 30%**

### **3. Real-life case study 40%**

### **4. Individual assignment 10%**

### **5. Bonus: Course feedback survey 2%**

**No final exam**

**TOTAL 100%**

Grading scale 0–5 will be used for the final course grade as follows:

- 0–49 points = 0 (fail)
- 50–59 points = 1
- 60–69 points = 2
- 70–79 points = 3
- 80–89 points = 4
- 90–100 points = 5

## **5. ASSIGNMENTS**

### **1. Reflections on class materials (20%, 4 x 5 p.):**

During the course, you are asked to submit one slide set and three reflection papers in which you reflect on your learnings of the assigned literature for each session. You can do these assignments individually or in pairs. The slide set on leadership practices in a culture (e.g., national, professional, organizational) of your choice is due on the second session (see detailed schedule below). The reflection paper topics are: leading yourself; leading teams; leading in NGOs; employee experience; and organization culture. For reflection in Session 6, your task is to choose one of the non-positivist perspectives in Romani et al. (2014) (ie. interpretive, critical, or post-modern,) and discuss its implications for your MSc studies. Out of these five, you can choose the three topics that interest you the most. Each assignment is graded 0–5. The full references to the class materials are available in the course outline below. Each reflection paper should cover the following:

1. A brief summary of the material.
2. What did you learn from reading or listening to the class material?
3. What issues and questions would you like to raise for discussion based on this material?

Format: 400–600 words per reflection paper and 1–3 slides for the slide set.

Deadline: The reflections must be uploaded to the respective assignment submission boxes in MyCourses on the day before each session, on Tuesdays by 4 pm and on Sundays by 12 pm (noon).

Friendly tip: It is also valuable to demonstrate critical and analytical thinking by providing possible critique for the paper or applying the findings to a setting that is relevant to you!

## **2. Case solution for PLT consulting (30%)**

The case ‘PLT Consulting: A fish in foreign waters’ is available on MyCourses (please note that the case is proprietary material and is only intended for the use of the course participants). You can prepare the solution to the case individually or in teams of 2–3 students. Kindly analyze the case with the help of the assigned materials and answer the following questions:

1. What is the problem that Robert is experiencing at his workplace?
2. Why did this problem emerge? What is the root cause?
3. How would you go about solving it?

Format: 800–1000 words, and in addition, include full references to the sources.

Deadline: Submit the case solution in MyCourses by 12 pm on Sunday, March 13.

Friendly tip: It is useful to analyze the problem from multiple perspectives!

## **3. Real-life case study (40%, 35 + 5):**

The group assignment is a case study of a self-selected topic on global leadership. Your task is to analyze global leadership in a ‘real-life’ context. The focus and scope of the case study need to be approved by the teacher. The assignment is evaluated based on the presentation, the written report and the ability of the group to respond to feedback (35 points). The remaining points will be given based on your groups members’ feedback to a fellow group’s presentation. Please, articulate clearly what you liked about the other group’s presentation and focus on providing concrete suggestions for improvement that the group can benefit from when writing up their final report. More detailed instructions as well as the presentation schedule will be given in class. The groups for the real-life case study are assigned by the teachers.

Format: The length of the written report is 10 pages (font: 12pt Times New Roman; line spacing: 1,5) plus references and appendices.

Deadline: The final report is to be submitted in MyCourses by the end of Wednesday, April 6.

Friendly tip: Make sure to focus more on the analysis of the case and the insights you draw from it than on summarizing previous literature on the topic!

## **4. Individual assignment (10 %):**

In this individual assignment, your task is to read the article: Hatch, M. J., Schultz, M., & Skov, A.-M. (2015). Organizational identity and culture in the context of managed change: Transformation in the Carlsberg Group, 2009–2013. *Academy of Management Discoveries*, 1(1), 58–90; and answer the following question:

*If you were an employee working for one of Carlsberg’s breweries abroad, how would you respond to the new organizational identity initiative driven by headquarters in Denmark and why?*

You should apply the critical perspective presented by Romani et al. (2014) discussed in session 2 and 6. In addition to course materials, you can also draw on your own work experiences and other material you consider relevant.

Format: 2–3 pages (font: 12pt Times New Roman; line spacing: 1,5) plus references. If you prefer to prepare a video that is also possible.

Deadline: Upload to the submission box in MyCourses by the end of Sunday, April 10.

Friendly tip: Use your imagination and be creative in your analysis and approach to this task! This assignment is an opportunity to approach leadership issues from the perspective of front-line employees whose voices are too seldom heard in our classes.

**BONUS:** In addition, 2% will be given if you fill the course feedback form upon completion of the course.

**Note:** During every class we will discuss the preparatory material assigned for each session. Please, make sure that you have familiarized yourself with this material before the start of the class to be able to participate in class discussion. Since the course is based on an interactive teaching style and peer learning, participation in classes is mandatory. The course builds on a set of individual and group assignments instead of a final exam. The deadlines for these assignments and the grades are non-negotiable in order to ensure equal treatment of all students. However, in case of illness or another ‘force majeure’ reason, it is possible to receive a compensatory assignment for the missed session. In such a situation, please contact the teachers about this.

## 6. READINGS

You are expected to find all readings yourself based on the links and/or references provided in the schedule below. These readings are publicly available, and you can find them by searching (in [Google Scholar](#)) with the article name or via our university library webpages (<https://primo.aalto.fi>). Unfortunately, university policy mandates that we cannot upload journal articles to MyCourses. We apologize for this inconvenience.

## 7. COURSE WORKLOAD

<b>Classroom hours</b>	30
<b>Class preparation</b>	30
<b>Assignments</b>	100
<b>Total</b>	160h (6 ECTS)

## 8. ETHICAL RULES

[Aalto University Code of Academic Integrity and Handling Thereof](#)

## 9. SCHEDULE

Time	Contents	Assignment due
Mon 28.2. 9:15-12:00	<p><b>Session 1: Course introduction: What is global leadership?</b></p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> <li>- Introduction and getting started</li> <li>- What is global leadership?</li> <li>- Sense-making</li> </ul> <p><u>Preparation before class:</u></p> <p>Ancona, D. (2012). Sensemaking: Framing and acting in the unknown. In S. Snook, N. Nohria, &amp; R. Khurana (Eds.), <i>The Handbook of Teaching Leadership</i> (pp. 3–19). SAGE. (<i>Available on MyCourses</i>)</p> <p>Bohas, A., Morley, M. J., &amp; Kinra, A. (2021). <a href="#">Perlmutter revisited: Revealing the anomie mindset</a>. <i>Journal of International Business Studies</i>, 52(9), 1695–1723.</p> <p>Please, bring to class an article, a blog, podcast or TED talk on global leadership that you liked. Kindly, upload the relevant link on MyCourses before the start of the session. Be prepared to discuss it in class.</p>	Please, identify an article, blog, podcast or TED talk on global leadership that you liked and upload the link on MyCourses before the start of the session.
Wed 2.3. 9:15-12:00	<p><b>Session 2: Managing across cultures</b></p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> <li>- Comparison of leadership approaches across cultures (e.g., regional, national, organizational, professional)</li> <li>- Major views on research and culture</li> </ul> <p><u>Preparation before class:</u></p> <p>Meyer, E. (2017). <a href="#">Being the boss in Brussels, Boston, and Beijing</a>. <i>Harvard Business Review</i>, 95(4), 70–77.</p> <p>Romani, L., Primecz, H., &amp; Bell, R. (2014). There is nothing so practical as four good theories. In B. Gehrke &amp; M.-T. Claes (Eds.), <i>Global leadership practices: A cross-cultural management perspective</i> (pp. 13–47). Palgrave-Macmillan. (<i>Available on MyCourses</i>)</p> <p>Write up for class 1–2 slides that capture the leadership characteristics of a given culture of your choice (e.g. national, regional, professional). Please, upload it on MyCourses before the start of the session.</p>	1-2 slides on the leadership characteristics of a given culture of your choice to be uploaded on MyCourses before the start of the session.
Mon 7.3. 9:15-12:00	<p><b>Session 3: Leading yourself</b></p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> <li>- Journey of self-discovery <ul style="list-style-type: none"> <li>a. Knowing yourself – identity, what motivates</li> <li>b. Knowing what you want – purpose, roles and goals</li> </ul> </li> <li>- Living your dreams <ul style="list-style-type: none"> <li>c. How to maintain balance and control to stay on the right track</li> </ul> </li> </ul> <p><u>Guest:</u></p>	Alternative reflection paper due on Sunday 6.3. at noon

	<p>Juha Äkräs, Executive-in-Residence, Aalto University, School of Business; Co-founder and Chairman of the Board, Hintsa Performance Ltd.</p> <p><u>Preparation before class:</u> Christensen, C. M. (2010). <a href="#">How will you measure your life?</a> <i>Harvard Business Review</i>, 88(7/8), 46–51.</p>	
Wed 9.3. 9:15-12:00	<p><b>Session 4: Leading teams</b></p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> <li>- Teaming and teamwork</li> <li>- Connecting over distance</li> </ul> <p><u>Preparation before class:</u> Haas, M., &amp; Mortensen, M. (2016). <a href="#">The secrets of great teamwork</a>. <i>Harvard Business Review</i>, 94(6), 70–76.</p> <p>Hackman, J. R., &amp; Coutu, D. (2009). <a href="#">Why teams don't work</a>. <i>Harvard Business Review</i>, 87(5), 98–105.</p> <p>Edmondson, A. (2019). <a href="#">Creating psychological safety in the workplace</a> [Podcast]. <i>HBR IdeaCast</i>, episode 666.</p>	Alternative reflection paper due on Tuesday 8.3. at 4 pm
Mon 14.3. 9:15-12:00	<p><b>Session 5: Diversity, equality and inclusion at the workplace</b></p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> <li>- Challenges of entering the job market</li> <li>- Diversity and inclusion/exclusion</li> </ul> <p><u>Guest:</u> Hilla Back, doctoral student, Aalto University School of Business</p> <p><u>Preparation before class:</u> PLT Consulting case (<i>Available on MyCourses</i>)</p> <p>Kulkarni, M., &amp; Sommer, K. (2015). <a href="#">Language-based exclusion and prosocial behaviors in organizations</a>. <i>Human Resource Management</i>, 54(4), 637–652.</p> <p>Räty, R. (2021). <a href="#">Give me D, give me I, give me DEI</a>. <i>Aalto Leaders' Insight</i>, 9, 65–80.</p> <p>Diversity Deep Dive. (2021). <a href="#">Pioneering equity, diversity &amp; inclusion (ED&amp;I) during the Great Resignation</a> [Podcast].</p>	Case solution to PLT Consulting due on Sunday 13.3. at noon
Wed 16.3. 9:15-12:00	<p><b>Session 6: Leading in NGOs: Cultural, responsibility and comparative perspectives</b></p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> <li>- The actions of MNCs for a sustainable future</li> <li>- The role of NGOs</li> <li>- The future of responsible leadership</li> </ul>	Alternative reflection paper due on Tuesday 15.3. at 4 pm. Choose one of the non-positivist perspectives in Romani et al.

	<p><u>Guest:</u> Sami Itani, Professor of Practice, Aalto University, School of Business &amp; President, the Finnish Athletics Federation</p> <p><u>Preparation before class:</u> Romani, L., Primecz, H., &amp; Bell, R. (2014). There is nothing so practical as four good theories. In B. Gehrke &amp; M.-T. Claes (Eds.), <i>Global leadership practices: A cross-cultural management perspective</i> (pp. 13–47). Palgrave-Macmillan. (Available on MyCourses)</p> <p>Task for reflection paper: Choose one of the non-positivist perspectives – interpretive, critical or post-modern – in Romani et al. (2014) and discuss its implications for your MSc studies.</p>	(2014) (interpretive, critical, post-modern) and discuss its implications for your MSc studies.
Mon 21.3. 9:15-12:00	<p><b>Session 7: Leadership in the finance sector and student coaching</b></p> <p><u>Topic:</u></p> <ul style="list-style-type: none"> <li>- Personal reflections on being a leader in the international finance sector</li> <li>- Coaching of student groups (see separate timetable)</li> </ul> <p><u>Guest:</u> Nina Arkilahti, Head of Business Banking, Nordea Bank</p>	
Wed 23.3. 9:15-12:00	<p><b>Session 8: Managing organization culture and student coaching</b></p> <p><u>Topics:</u></p> <ul style="list-style-type: none"> <li>- How shared cultures work and how to analyze them</li> <li>- Advantages and disadvantages of strong cultures</li> <li>- Coaching of student groups (see separate timetable)</li> </ul> <p><u>Readings before class:</u> Detert, J. R., &amp; Burris, E. R. (2016). <a href="#">Can your employees really speak freely? Harvard Business Review</a>, 94(1), 80–87.</p> <p>Vaara, E., Harju, A., Leppälä, M., &amp; Buffart, M. (2021, June 7). <a href="#">How to successfully scale a flat organization. Harvard Business Review</a>.</p>	Alternative reflection paper due on Tuesday 22.3. at 4 pm
Mon 28.3. 9:15-12:00	<p><b>Session 9: Panel discussion and employee experience</b></p> <p><u>Topics:</u></p> <ul style="list-style-type: none"> <li>- Panel on the employability of highly skilled migrant professionals in Finland (9:15-10:00)</li> <li>- What does employee experience mean (10:00-12:00) <ul style="list-style-type: none"> <li>a. From a leader's perspective?</li> <li>b. From an employee's perspective?</li> </ul> </li> </ul> <p><u>Panelists:</u></p> <ul style="list-style-type: none"> <li>- Anneli Karlstedt, Head of Diversity &amp; Inclusion, Nokia</li> <li>- Riikka Pakarinen, CEO, Finnish Startup Community</li> <li>- Kristina Sweet, CEO, The Shortcut</li> <li>- Melissa Arni-Harden, Senior planning officer at the Economic and Employment Unit, City of Espoo</li> <li>- Mikko Vieltojärvi, Senior advisor, Confederation of Finnish Industries</li> </ul>	Alternative reflection paper due on Sunday 27.3. at noon

	<p><u>Preparation before class:</u>          Mahadevan, J., &amp; Schmitz, A. P. (2020). <a href="#">HRM as an ongoing struggle for legitimacy: A critical discourse analysis of HR managers as “employee-experience designers.”</a> <i>Baltic Journal of Management</i>, 15(4), 515–532.</p> <p>Optional (short) reading: Graeber, D. (2013). <a href="#">On the phenomenon of bullshit jobs: A work rant.</a> <i>STRIKE! Magazine, Issue 3</i>, 10–11.</p>	
Wed 30.3. 8:30-12:30  <b>PLEASE NOTE THE TIME!</b>	<p><b>Session 10: Group presentations and course conclusion</b></p> <ul style="list-style-type: none"> <li>- Presentations of real-life case studies by student teams</li> <li>- Receiving and providing feedback</li> <li>- Course conclusion</li> </ul>	<p>Oral feedback for another group</p> <p>Final group report due on Wednesday 6.4. at 23:59</p> <p>Individual assignment due on Sunday 10.4. at 23:59</p>