

SYLLABUS

Course Information

Course:

Global Management Skills

Credits:

4

Total Hours per Week:

10

Total Hours of Classroom Learning (CL):

4

Total Hours

Total Course Hours:

140

Prerequisites

Code	Description: Courses and/or credits
	NA

Course Coordinator

Last and First Name	E-mail	Office Schedule	Office Location
Leturia Gurreonero, Renzo	rleturia@usil.edu.pe	Monday through Friday 08:00 - 18:00hrs	IB Coordinator (Faculty Administration)

Faculty

Last and First Name	E-mail
Alfaro, Antonieta	m.antonieta@excelinternational.biz

Summary

The course has as its main objective to expose the students to the multicultural challenges of global leadership according to the demands of the 21st century. This course should provide the students understanding of theory and concepts on these subjects and improve their ability to perform and develop global management skills. The course is both theoretical and practical. It has the goal to contribute in the development and leadership of their organizations adapting to the future and constant changes with high tolerance to unfamiliar situations and respect to diverse cultures.

Competences of the Professional Profile

1.	Analyzes management across cultures in order to develop global competencies and lead or contribute to international organizations in diverse environments.
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Course Competences

Number	General Objectives	Number	Specific Objectives
1.	Identifies and analyzes the challenges for global managers in modern markets.	1.1.	Identifies the differences between a local and a global market.
		1.2.	Recognizes the characteristics of the new global market and manages them internationally.
2.	Develops global understanding and analyzes different environments.	2.1.	Identifies and differentiates culture and subcultures across different environments.
		2.2.	Defines global strategy. Identifies cultural, organizational and management differences.
3.	Identifies and implements global management skills.	3.1.	Improves communication and negotiation skills.
		3.2.	Analyses leadership in global organizations.

Schedule of Learning Activities, Course Content and Resources

Session	Week	Hours	Type	Content	Learning Activities	
Module 1: Challenges for Global Managers.						
Specific Competences: 1.1., 1.2.						
1	1	2	CL	THE NEW GLOBAL REALITIES - Globalization, change, and competitiveness. - The emerging global landscape. - Management and multicultural competence.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point - In-class group exerci - Textbook.
2	1	2	CL			
	1	6	IS			
3	2	2	CL	THE NEW GLOBAL MANAGERS - Traditional views of management. - Rethinking managerial roles. - Culture and the managerial role. - Types of global assignments. - Developing global management skills.	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power point - Case. - Textbook. - Quiz.
4	2	2	CL			
	2	6	IS			
Module 2: Developing Global Understanding.						
Specific Competences: 2.1., 2.2.						
5	3	2	CL	THE CULTURAL ENVIRONMENT - Cultures and subcultures. - Describing cultures. - Cultural complexities and contradictions. - Culture and institutional environment.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point - In-class group exerci - Textbook.
6	3	2	CL			
	3	6	IS			
7	4	2	CL	THE ORGANIZATIONAL ENVIRONMENT - Global strategy and structure. - Regional models of organization. - Control, participation, and decision making. - Organizational culture.	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power point - Case. - Textbook
8	4	2	CL			
	4	6	IS			
9	5	2	CL	THE SITUATIONAL ENVIRONMENT - People, cognition, and behavior. - Goals and plans. - Individual roles and responsibilities. - Location, location, location.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point - In-class group exerci - Textbook. - Quiz.
10	5	2	CL			
	5	6	IS			
Module 3: Developing Global Management Skills.						
Specific Competences: 3.1., 3.2.,3.3.						
11	6	2	CL	COMMUNICATING ACROSS CULTURES - Interpersonal communication. - Cultural screens on interpersonal communication. - Cognition and communication. - Communication protocols.	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power point - Case. - Textbook
12	6	2	CL			

	6	6	IS		- Read, analyze, and review information.	- Chapter 6 of textbo
13	7	2	CL	NEGOTIATING GLOBAL AGREEMENTS - Preparing for global negotiations. - The negotiation process. - Bargaining tactics. - Ethics in global negotiations. - Conflict resolution strategies. - Agreements, contracts, and mutual trust.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power poin - In-class group exerci - Textbook
14	7	2	CL			
	7	6	IS		- Review all learned concepts. - Study for midterm exam. - Read, analyze, and review the information. - Prepare for participation.	- Chapter 7 of textbo
15	8	2	CL	LEADING GLOBAL ORGANIZATIONS - Management and leadership. - Leadership in a global context. - Limitations on contemporary leadership models. - GLOBE leadership study. - Patterns of global leadership.	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power poin - Case. - Textbook.
16	8	2	CL			
	8	6	IS			
17	9	2	CL	MANAGING A GLOBAL WORKFORCE - The world of work. - Culture and the psychology at work. - Managing employee performance. - Managing incentives and rewards. - Expatriate and local managers.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power poin - In-class group exerci - Textbook.
18	9	2	CL			
	9	6	IS			
19	10	2	CL	WORKING WITH GLOBAL TEAMS - Global teams. - Virtual global teams. - Managing tasks and team processes. - Key success factors in global teams. - Team building strategies.	- Identify examples - Lecture with main concepts and applications - Answer questions.	- Slides in power poin - Case. - Textbook.
20	10	2	CL			
	10	6	IS			

21	11	2	CL	LIVING AND WORKING GLOBALLY - Global assignments. - Challenges of living and working globally. - Adapting to local cultures. - Managing repatriation.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point - In-class group exercise - Textbook.
22	11	2	CL			
	11	6	IS			
23	12	2	CL	THE JOURNEY CONTINUES - What have we learned? - Where do we go from here?	- Identify examples. - Lecture with main concepts and applications. - Answer questions.	- Slides in power point - Case. - Textbook. - Quiz.
24	12	2	CL			
	12	6	IS			
25	13	2	CL	- Summary of Global Leadership.	- Analysis and group discussions. - Lecture with main concepts and applications. - Volunteer Presentation of additional information.	- Slides in power point - In-class group exercise - Textbook
26	13	2	CL			
	13	6	IS			
27	14	2	CL	- Review of all concepts learned in class and via research. - Share experiences on their implementations.	- Reflexions on subjects Presentation of final project	- Slides. - Final papers. - Additional articles. - Textbook
28	14	2	CL			
	14	6	IS			

Methodology

The methodology is theoretical and practical combining in a dynamic way the theory with the individual and group participation of students. The methodology includes the analysis of cases, exercises, readings, quizzes, videos, and a final group project.

Course Requirements and Grading

Evaluation Scheme

N°	Type of evaluation
1	Permanent Evaluation
2	Mid-term exam
3	Final exam

Continuous Assessment

Type of evaluation	Weight (%)	N°	Weights broken down by type of assessment		Week
			Descripción	(%)	
Activities	35	1	Activity 1: Presentations	60	14
		2	Activity 2: Class participation	40	14
		TOTAL		100	

We will not drop any of the grades from any of the "Evaluation" section; hence the average grade from any of the "Evaluation" section, will be rounded to two decimal places.

Quizzes	30
Final project	35

1	Quiz 1	25	3
2	Quiz 2	25	6
3	Quiz 3	25	10
4	Quiz 4	25	13
TOTAL		100	

We will not drop any of the grades from any of the "Evaluation" section; hence average grade from any of the "Evaluation" section, will be rounded to two de

1	Final project	100	14
TOTAL		100	

We will not drop any of the grades from any of the "Evaluation" section; hence average grade from any of the "Evaluation" section, will be rounded to two de

Sources

Sources: [1] Steers, Richard (2013) Management Across Cultures: Developing Global Competencies
 [2] Mendenhall, Mark E. (2012) Global Leadership: Research, Practice and Development

[Redacted]

Hours of Independent Study (IS): 6

[Redacted]

[Redacted]
Department/Division: Business

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of the current international markets.
to successfully across cultures while
education of global managers who will
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Resources

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Weight
65%
20%
15%

Date	Make-up test
	NO
	NO

3, no grades will be eliminated. The
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	YES
	YES
	YES
	YES

3, no grades will be eliminated. The
cimal points

	NO
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3, no grades will be dropped. The
cimal points
