Major Elective course

Course Title Leadership and Change in the Global Business

Course Code ICMI 336

Undergraduate

Mahidol University International College

Department Business Administration

TQF 3 Course Specifications

Section 1 General Information

1. Course code and course title

    Thai   ICMI 336   ภาวะผู้นำและการจัดการการเปลี่ยนแปลงในธุรกิจสากล

    English ICMI 336   Leadership and Change Management in the Global Business

2. Number of credits 4 (4-0-8)

    (Lecture 4 hours – Laboratory 0 hours – Self-study 8 hours / week)

3. Program and type of subject

    3.1. Program   Undergraduate Degree (International Program)

    3.2. Type of Subject   Major Elective

4. Course Responsible Lecturer and Course Lecturer

    4.1. Course Responsible Lecturer

        Assoc.Prof.Dr. Claus Scherier

        (BA Division, MUIC, tel; 02-700-5000 ext. 4478, email: claus.sch@mahidol.ac.th)

    4.2. Course Lecturer

        Dr. Michael Naglis (michael.nag@mahidol.ac.th)

5. Trimester/ Year of Study

    5.1. Trimester   All trimesters (excluding summer session) / for all students in all

                              International College Undergraduate Programs

    5.2. Course Capacity   Maximum 40 students per section

6. Pre-requisite   ICMB 234 Management and Organizational Behavior

                           ICMI 237 International Business Management

7. Co-requisites   N/A

8. Venue of Study   Mahidol University International College, Salaya campus

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Section 2 Goals and Objectives

1. Course Goals

Organizations of all sizes have difficulties in choosing and grooming leaders who could bring about effective results in several situations. After successful completion of this course, students will be able to achieve cognitive and affective levels of learning in leadership development and change management for global perspectives.

2. Objectives of Course Development/Revision

2.1. Course Objectives

This course provides students the opportunities to broaden their perspectives on self-analysis, situational changes, and concepts of modern leadership and change theories. Awareness of self and development areas can be gained. Students will be working in teams to critically analyze cases and propose proper solutions for leadership issues identified. Students will also work together to develop innovative ideas and formulate a project that create an impact to the community.

2.2. Course-level Learning Outcomes: CLOs

Course Learning Objective (CLO)	Program Learning Objectives (PLO)
CLO1 Describe fundamental leadership theories and explain how traits, behaviors, styles, and	LO6.1 Student can critically analyze the current and future

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actions are important in affecting changes in business and leadership effectiveness in diverse and changing situations.	business conditions in the international markets.
CLO2 Examine the complexities and challenges of change in global organizations.	
CLO3 Assess leader, members, and changing situations in the cases and real-life activities, through informal and formal reports and presentations.	
CLO4 Develop appropriate leadership and change responses and solutions to any situations at hand.	

Section 3 Course Management

1. Course Description

รูปแบบและวิธีการในการพัฒนาพฤติกรรมและทักษะการเป็นผู้นำ มิติ และความท้าทายที่เกี่ยวข้องกับการเปลี่ยนแปลงในองค์กระดับสากล ความจำเป็น การกำหนดวิสัยทัศน์ กลยุทธ์ และการริเริ่มเพื่อการเปลี่ยนแปลง การบริหารการต่อต้าน การเมืองที่เกิดการเปลี่ยนแปลงและเปลี่ยนผ่าน

Models and approaches for managerial behavior; developing managerial and leadership skills; dimensions, and challenges of change in global organizations; the need, vision, strategies, and initiation for change; politics of change; change resistance and transition management.

2. Credit hours per trimester

Lecture (Hour(s))	Laboratory/field trip/internship (Hour(s))	Self-study (Hour(s))
48 hours (4 hours x 12 weeks)	0 (0 x 12 weeks)	48hours (4 hours x 12 weeks)

3. Number of hours that the lecturer provides individual counseling and guidance.

   - Responsible lecturer provides 4 office hours per week
   - Students could make requests for appointments whenever necessary (Monday – Friday, during office hour)

Section 4 Development of Students' Learning Outcome

1. Short summary on the knowledge or skills that the course intends to develop in students. (CLOs)

   By the end of the course, student will be able to

   1. CLO1 Describe fundamental leadership theories and explain how traits, behaviors, styles, and actions are important in affecting changes in business and leadership effectiveness in diverse and changing situations.
   2. CLO2 Examine the complexities and challenges of change in global organizations.
   3. CLO3 Assess leader, members, and changing situations in the cases and real-life activities, through informal and formal reports and presentations.
   4. CLO4 Develop appropriate leadership and change responses and solutions to any situations at hand.

2. Teaching methods for developing the knowledge or skills specified in item 1 and measuring the course learning outcomes

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CLOs	Teaching methods	Evaluation Methods
CLO1	- Interactive lecture - VDO and discussions	- Exams - Peer and lecturer reviews
CLO2	- Interactive lecture - VDO and discussions	- Exams - Peer and lecturer reviews
CLO3	- Interactive lecture - Presentation and discussions	- Term project - Reflection report
CLO4	- Interactive lecture - Case analysis and presentation	- Exams - Presentation

Section 5 Teaching and Evaluation Plans

1. Teaching plan

Date	Topics	Number of Hours	Online	On Campus	Teaching methods/multimedia	Instructor	
Week 1	Course Overview Leadership Essentials	4hrs	4hrs	X	Interactive Lecture (3hrs) Story telling (30min VDO presentation (30min.) All Live activities through Zoom	MAN	
Week 2	Leader Development Power and Influence	4hrs	4hrs	X	Interactive Lecture (2hrs) Case analysis (1hr) Game (30min) Story telling (30min) All Live activities through Zoom	MAN	

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Week	Topic						
Week 3	Values, Ethics, and Character Leadership Attributes	4hrs	4hrs	X	Interactive Lecture (2hrs) Case analysis (2hrs) All Live activities through Zoom	MAN	
Week 4	Leadership Behavior Motivation, Satisfaction and Performance	4hrs	4hrs	X	Interactive Lecture (2hrs) Case analysis (2hrs) All Live activities through Zoom	MAN	
Week 5	Engagement and Potential Groups, Teams, and their leadership	4hrs	4hrs	X	Interactive Lecture (2hrs) Case analysis (1hr) Story telling (30min) Game (30min) All Live activities through Zoom	MAN	
Week 6	The Situation and the Contingencies Skills for developing yourself and other	4hrs	4hrs	X	Interactive Lecture (2hrs) Case analysis (2hrs) All Live activities through Zoom	MAN	
Week 7	Project proposal submission Review Session for Midterm	4hrs	4hrs	X	Interactive Lecture (2hrs) Practice problems (2hrs) All Live activities through Zoom	MAN	
	MIDTERM EXAM			On Campus			
Week 8	Leadership and Change Forces for Change	4hrs	4hrs	X	Interactive Lecture (2hrs) Practice problems (2hrs) All Live activities through Zoom	MAN	

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Week 9	Innovation Project Presentation 3 Cases on Leadership and Change	4hrs	4hrs	X	Interactive Lecture (2hrs) Case Presentation and discussion (2hrs) All Live activities through Zoom	MAN	
Week 10	From Vision to Adaptation 3 Cases on Leadership and Change	4hrs	4hrs	X	Interactive Lecture (2hrs) Case Presentation and discussion (2hrs) All Live activities through Zoom	MAN	
Week 11	Implementing Change and Recipient of Chang Leading Change and Continuous Change 3 Cases on Leadership and Change	4hrs	4hrs	X	Interactive Lecture (2hrs) Case Presentation and discussion (2hrs) All Live activities through Zoom	MAN	
Week 12	Final Project and Presentations	4hrs	4hrs	X	Feedback and comments (4hrs) All Live activities through Zoom	MAN	
Week 13	**Final Exam**	2hrs	2hrs	On Campus			

2. Plan for Assessing Course Learning Outcomes

    2.1. Assessing and Evaluating Learning Achievement

        a. Formative Assessment

            1. Feedbacks

            2. In-class short case discussion and practices

3. Group project, case analysis, and report

4. Peer and lecturer feedbacks on case presentations

5. Student evaluation on teaching and learning at the end of trimester

b. Summative Assessment

(1) Tools and Percentage Weight in Assessment and Evaluation

Learning Outcomes	Assessment Methods	Assessment Ratio (Percentage)	
CLO 1: Describe fundamental leadership theories and explain how traits, behaviors, styles, and actions are important in affecting changes in business and leadership effectiveness in diverse and changing situations.	Midterm Exam	20	25
	Assignments	5	
CLO 2: Examine the complexities and challenges of change in global organizations.	Midterm Exam	10	25
	Final Exam	15	
CLO 3: Assess leader, members, and changing situations in the cases and real-life activities, through informal and formal reports and presentations.	Term project	15	20
	Reflection report	5	
CLO 4: Develop appropriate leadership and change responses and solutions to any situations at hand.	Assignments	5	30
	Final exam	15	
	Case presentation	10	
Total			100

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Evaluation Methods	Expected Learning Outcomes (CLO)	Week	Percentage
Midterm exam	CLO 1, 2, 4,	1-6	30%
Final exam	CLO 1, 2, 4	7-12	30%
Individual & Group Assignments and Attendance	CLO 1, 3, 4,	2-12	20%
Term Project	CLO 3, 4	12	20%
Total			100%

(2) Grading System

Grade	Score	Achievement	GPA
A	90-100	Excellent	4.0
B+	85-89	Very Good	3.5
B	80-84	Good	3.0
C+	75-79	Fairly Good	2.5
C	70-74	Fair	2.0
D+	65-69	Poor	1.5
D	60-64	Very Poor	1.0
F	<60	Fail	0.0

Student should earn "D" grade and above to pass the course.

(3) Re-examination (If course lecturer allows to have re-examination)

N/A

3. Student Appeals

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Students can seek for academic advices, and contents and evaluation clarifications from instructors and Program Directors during office hours or by appointments. In addition, MUIC provides students the opportunity to formally appeal on academic-related matters through an appellant letter submitted to the college.

Section 6 Teaching Materials and Resources

1. Main texts and documents (Required Texts)

   1. Todd D. Jick and Maury A. Peiperl, Managing Change, McGraw-Hill, ISBN 978-007-125424-3.

   2. Richard Hughes, Robert Ginnett, and Gordon Curphy, Leadership Enhancing the Lessons and Experience, McGraw-Hill, ISBN 978-1-260-09253-0

2. Other Resources (If any)

   N/A

Section 7 Evaluation and Improvement of Course Management

1. Strategies for evaluating course effectiveness by students

   - Mid-trimester feedback that are anonymous from students
   - Formal student evaluations at the end of trimester with the results monitored by a Program Director

2. Strategies for evaluating teaching methods

   - Formal student evaluations at the end of trimester on teaching methods

3. Improvement of teaching methods

   - Attendance of teaching and learning training/seminars
   - Improvement through Closing the Loop activity using feedbacks from students and results of the evaluation of Course Learning Objectives
   - Dialogue with peers

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4. Verification process for evaluating students' standard achievement outcomes in the course
   - Comments from students on learning outcomes and evaluation criteria
   - Formative feedbacks to students' project and papers are communicated to students
   - Evaluations of Course Learning Objectives by faculty members through several evaluation methods recorded in an Assurance of Learning (AoL) report.
5. Review and plan for improving the effectiveness of the course
   - Continuous improvement through Closing the Loop activity using feedbacks from students and results of the evaluation of Course Learning Objectives
   - Formal dialogue among Program Directors, AoL and Curriculum Development subcommittee and responsible faculty members

Appendix

Alignment between Courses and Programs

Table 1 The relationship between course and Program Learning Goals (PLGs)

Course code and title	Program Learning Goals (PLGs)					
	LG1	LG2	LG3	LG4	LG5	LG6
ICMI 336 Leadership and Change Management for Global Business						R

Table 2 The relationship between CLOs and Program Learning Objectives (PLOs)

Course Learning Objectives	Program Learning Goals (PLGs)					
	LG1	LG2	LG3	LG4	LG5	LG6
CLO 1: Describe fundamental leadership theories and explain how traits, behaviors, styles, and actions are important in affecting changes in						PLO 6.1

Course Learning Objectives	Program Learning Goals (PLGs)					
	LG1	LG2	LG3	LG4	LG5	LG6
business and leadership effectiveness in diverse and changing situations.						
CLO 2: Explain how traits, emotions, behaviors, styles, and actions are important in affecting changes in business and leadership effectiveness						PLO 6.1
CLO 2: Examine the complexities and challenges of change in global organizations.						PLO 6.1
CLO 4: Examine the complexities and challenges of change in global organizations						PLO 6.1

Table 3 The description of PLGs and PLOs of the course

PLGs	PLOs
PLG6 Students are able to use international business knowledge and skills to solve actual business problems	LO6.1 (MI) Student can critically analyze the current and future business conditions in the international markets
	LO6.2 (MI) Student can apply a framework to support the functions of international business.
	LO6.3 (MI) Students can formulate a plan, a strategy, or an organization form by synthesizing global opportunities

ONLINE INSTRUCTIONAL GUIDELINE

I. Technical requirement

   a. Basic computer with video and audio equipment

   b. Computer with updated operating system i.e. Microsoft Windows, Mac

   c. Internet connection

   d. Zoom (you must register for a Zoom account and install the software)

   e. Google classroom

   f. mahidol.edu account (you must register for an account)

II. Instructional guideline

   a. Joining the classroom – discussion based LIVE session will be conduct via Zoom
   (provide link and access code)

   b. Accessing course material – other course materials such as assignment can be access
   via Google classroom platform (provide link and access code)

   c. Submitting class assignments – All assignments for this course will be submitted
   electronically through Google classroom. Only exceptional case of video presentation is
   to be uploaded via google drive of this class.

   d. Taking examination

       i.   Google Classroom (Mid-term exam will be conducted online)

       ii.   Google Classroom (Final exam will be conducted online)

III. Virtual Office hours

   E-Mail (Please send me an e-mail to arrange an appointment)

IV. Assessment of online participation and attendance

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Students are expected to participate in all online activities as listed on course calendar.

Attendance will be checked during the live session.