

AEC 4465 – GLOBAL LEADERSHIP

Dr. Marta Hartmann

AEC 4465 - Section 3110
Course fulfills International (N) and Social and Behavioral
Sciences (S) General Education requirements
Three (03) credit hours
FALL 2014

Monday: 12:50pm – 2:45pm (6th and 7th period)
Wednesday: 1:55pm – 2:45pm (7th period)
2318 Turlington Hall

Instructor: Dr. Marta Hartmann
Agricultural Education & Communication
117-D Bryant Hall (across from the Hub)
352-273-2574
martah@ufl.edu (email through SAKAI is preferred)

Required Text: Moran, R., Remington Abramson, N., & Moran, S. (2014). *Managing Cultural Differences* (9th ed.). New York: Routledge.

Additional Materials: Course assignment descriptions, additional readings, and other critical documents will be posted on the course Web site on Sakai.

COURSE DESCRIPTION

This course assists learners in developing the personal and professional competencies required for effective leadership in an increasingly global society. It offers an integrated, practical, and dynamic framework for students to learn how leaders must think, act and mobilize people to develop global literacy and 21st-Century leadership competencies.

COURSE OBJECTIVES

Upon completion of this course learners will be able to:

1. Have a sound conceptual and theoretical understanding of effective leadership for today's world.
2. Define global leadership knowledge, skills, practices, and values.
3. Develop effective global leadership techniques.
4. Apply leadership skills in the global workplace and multicultural contexts.
5. Understand and analyze the dimensions of global work.
6. Recognize, analyze, discuss, and evaluate the competencies of recognized successful leaders from the private, public and social sectors.
7. Lead by example.

COURSE FORMAT: This course is highly interactive. It includes lectures, class discussions, videos, small-group activities, outside speakers, in-class exercises, written assignments, web-based assignments, and exams. Also, this is a blended learning course; use of the Internet, e-mail, and Sakai is essential.

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COURSE WEBSITE: This course uses an *E-Learning System*: the **UF Sakai System**. It is **essential** for all students to access Sakai at least once a week in order to keep up with readings and other assignments, as well as to check for any announcements. To log in, open your Internet browser, navigate to <https://lss.at.ufl.edu>, and enter your *gatorlink* username and password. Click the “e-Learning” button. After logging in, you will be taken to your "My Workspace" where you can access the course site in which you are enrolled (**AEC 4465: 3110, FALL 2014**). Links to *Courses* and *Project Sites* appear as tabs across the top of the page. Links to *Tools* are in the menu bar on the left side of the screen.

The course’s Sakai site will be used to distribute course and supplemental materials including course information, additional readings, announcements, and grades; as well as to send and receive emails. The site serves also as an example of how technology can be integrated into instruction. If you encounter any difficulties, please contact the computer help desk at helpdesk@ufl.edu or 392-HELP (4357). If you miss completing an assignment because of computer issues, you will need to submit a copy of a UF Help Desk ticket as proof of your technical issues. Otherwise, any missed assignments will receive zero points.

GRADING SCALE

GRADE	POINTS REQUIRED
A	900 - 1000
B+	860 - 899
B	800 - 859
C+	760 - 799
C	700 - 759
D+	660 - 699
D	600 - 659
E	599 and under

For information on current UF policies for assigning grade points, see:
<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

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COURSE ASSIGNMENTS

	ASSIGNMENT	Possible Points	% of Final Grade
1	Group Project	200	20
2	Four (4) Exams (3 @ 100 pts., and final = 150 points)	450	45
3	Intergovernmental Organization	40	4
4	Case Studies (4 @ 40 pts. each)	160	16
5	Short Assignments, In-Class Activities and Unannounced Quizzes	64	6.4
6	Class Attendance and Participation (43 periods @ 2 pts. each)	86	8.6
	TOTAL	1000 points	100%

DESCRIPTION OF ASSIGNMENTS AND EXPECTATIONS

1. Group Project: Global Leadership Research and Class Presentation. As we explore communication, competencies, and global leadership issues, we will find that a multidisciplinary and multidimensional approach is often required. Collaboration then becomes a key skill necessary to effectively address complex issues. Therefore, you will have the opportunity to work with other class members on a research and presentation project that focuses on a significant issue pertinent to course content, and of substantive interest to you. The instructor will distribute class participants into teams. Groups will need to determine the project's topic by **September 29**. A general outline of the project is due **October 6**.

Each team will select a topic from a list provided by the instructor. Group-project presentations are scheduled to begin the 9th week of classes. Each group will submit an electronic copy of the presentation, including an annotated bibliography consisting of at least **five (5)** sources other than the required textbook. Each presentation should be limited to **25 minutes** followed by a Q&A section.

This course requirement will take a great deal of effort and time to complete. Class time will be provided to work on this assignment. However, outside-class group meetings are necessary to complete the assignment. This assignment is worth a maximum of **200 points**. You and your collaborators will receive the same exact number of points out of **140 possible** ones determined by the instructor using the following criteria:

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	Possible Points
a) Content/research conducted/sources used	60
b) Connections to theory/concepts learned	20
c) Organization and ability to communicate main ideas and key points clearly	10
d) Presentation delivery	15
e) Ability to respond to questions	10
f) Time management (penalty for 5 minutes under/over)	5
g) Team management	15
h) Electronic copy of presentation (including annotated bibliography)	5
Total possible points	140

The remaining **60 possible points** (30% of the group project grade) will be determined by an anonymous evaluation of your performance by each of the other members of your team. Therefore, each of you will receive the points earned collectively (out of 140) added to the points given to you by your colleagues (out of 60). Two-hundred (**200**) is the maximum number of points that anyone may earn in this assignment.

2. Exams: Three (3) written exams of **100** points each will be given throughout the semester: **September 17, October 15, and November 12**. The final exam will consist of **150** points. There will be a review and discussion of each exam on the class preceding the exam. The exams will take place during class time.

3. Intergovernmental Organization: You will identify or be assigned to research an international organization relevant to global leadership. This assignment, due **November 19**, should be no longer than 3-pages in length, typed, double-spaced, and contain the appropriate citations (no less than 3). You will submit a hard copy of this assignment consisting of the following parts, which constitute the evaluating criteria:

	Possible Points
a) Who they are: Type of organization, values/principles, membership, stakeholders	5
b) Where the organization works: Headquarters, work sites/locations	5
c) What the organization does: Purpose, mission, vision, goals/objectives/targets	5
d) How the organization functions: Strategy, approaches, practices	10

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e) Illustration of their work	5
f) Personal statement. Comment on the organization from the perspective of the course content	5
g) Proper citations	5
Total possible points	40

4. Case Studies: A summary of leadership concepts and practices will be provided for each chapter as well as a relevant case study. As a whole, the cases provide learners with the opportunity to practice and hone several skills. Some of these skills are the ability to think critically, analyze, make decision, apply lessons learned, and to plan and engage in oral communication. Each case study has a value of **40** possible points.

5. Short Assignments, In-Class Activities and Unannounced Quizzes: Throughout the semester the instructor will have in-class activities, unannounced quizzes, and short assignments due within a week, and worth a specific number of points. These short assignments will constitute a maximum of **64** possible points. **There will be no make-ups for unannounced quizzes or in-class activities.**

COURSE POLICIES

Class Attendance, Participation, and Expectations: This course requires attendance and active participation since it relies extensively on discussion and other class interactions. Please contact Dr. Hartmann PRIOR TO the scheduled class time if you are ill or have an emergency. Much of the course material will be absorbed through class discussions, small group exercises, and other learning activities. Therefore, you are expected to complete all assigned readings **before** class and to engage in discussions **during** class. There will be **43** two-point attendance/participation opportunities over the course of the semester. Since class consists of two periods on Mondays and one period on Wednesdays, you will earn **4** and **2** points respectively for a total of **86** possible points. Your participation grade is based upon three components: (1) your attendance in class, (2) the quality of your participation in class, and (3) completion of assignments. You will **not** be allowed to make-up any of these points. Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

Written Assignments: Good writing skills are essential in today's competitive job market. To project a professional image, make sure all your written assignments are presented in well-developed sentences and paragraphs. All writing assignments should be typewritten, double-spaced; grammatically correct; and free of mechanical, spelling and punctuation errors. Before you submit any written assignment, edit your paper thoroughly and carefully. **All assignments should be submitted on a hard-copy format. Please do not email me any assignment unless otherwise indicated.** Store your written assignments on a CD or a USB flash drive so you can provide a back-up copy if an assignment is misplaced.

Late and Make-up Assignments: All late assignments will be accepted but will include a penalty of **20% off points per business-day late**. Work more than a week late will **not** be accepted. Make-up

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assignments will be accepted **only when you have an excused absence** - as defined in the University Catalog - and **written documentation**. **There will be no make-ups for: in-class quizzes and small-group activities.** It is understood that emergencies will occur. If you must miss class, please let me know as soon as possible. In these cases, you may have to turn in the assignment **early**. Following an excused absence, students may turn in late work without penalty within 3 business days of the absence. **You** are responsible for getting missed work and notes and all information communicated in class - including handouts, announcements, and changes in dates and assignments.

Digital Devices: Basic courtesy is expected from all the members of the course. Out of respect for others **NO** cell phones are permitted in class. Students should turn off their cellular phones before entering the classroom. Laptops and iPads will be allowed when indicated.

Communication: Use **ONLY** the e-mail tool in the course's **SAKAI** site to communicate with Dr. Hartmann. To log in, open your Internet browser, navigate to <https://lss.at.ufl.edu>, and enter your *gatorlink* username and password. Click the "e-Learning" button. After logging in, you will be taken to your "My Workspace," where you can access the course site: **AEC 4465: 3110, Fall 2014**. Use "Mail" on the menu bar on the left side of the screen to send or receive e-mails. **E-mails will be checked daily and we will make an effort to contact you within 24 hours of receiving your emails. Do not expect to receive a response to your emails between 5:00pm and 8:00am or on weekends.**

STATEMENT ABOUT PLAGIARISM: Plagiarism will not be tolerated. Any plagiarism offense violates the UF Honor Code that all students and faculty have agreed to follow. If caught, you will be subject to punishment according to the [standard judicial procedures](#). A full explanation of plagiarism and its consequences is found at <http://web.uflib.ufl.edu/msl/07b/studentplagiarism.html>.

ACADEMIC HONESTY

The university requires all members of its community to be honest in all endeavors. A fundamental principle is that the whole process of learning and pursuit of knowledge is diminished by cheating, plagiarism and other acts of academic dishonesty. In addition, every dishonest act in the academic environment affects other students adversely, from the skewing of the grading curve to giving unfair advantage for honors or for professional or graduate school admission. Therefore, the university will take severe action against dishonest students.

Students who enroll at the university commit to holding themselves and their peers to the high standard of honor required by the honor code. Any individual who becomes aware of a violation of the honor code is bound by honor to take corrective action. The quality of a University of Florida education is dependent upon community acceptance and enforcement of the honor code: *We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.* On all work submitted for credit by students at the university, the following pledge is either required or implied: *"On my honor, I have neither given nor received unauthorized aid in doing this assignment."*

It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for

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consideration of disciplinary action. For more information regarding the Student Honor Code, please see: <http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code>.

ONLINE COURSE EVALUATION PROCESS

Student assessment of instruction is an important part of efforts to improve teaching and learning. At the end of the semester, students are expected to provide feedback on the quality of instruction in this course using a standard set of university and college criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open for students to complete during the last two or three weeks of the semester; students will be notified of the specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>.

SOFTWARE USE




All students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate.

STUDENTS WITH DISABILITIES AND CLASSROOM ACCOMMODATION

The Disability Resource Center in 0001 Building 0020-Reid Hall (392-8565 phone, accessuf@dso.ufl.edu email, www.dso.ufl.edu/drc/ website) coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. Students requesting classroom accommodation must register with the Dean of Students Office. The Dean of Students Office will provide the documentation to the student who must then provide this documentation to the instructor when requesting accommodation.

CAMPUS HELPING RESOURCES

Students experiencing crises or personal problems that interfere with their general well-being are encouraged to utilize the university's counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career or academic goals, which interfere with their academic performance.

-  *University Counseling & Wellness Center, 3190 Radio Road, 392-1575, www.counseling.ufl.edu/cwc/*
-  *Career Resource Center, CR-100 JWRU, 392-1601, www.crc.ufl.edu/*
-  *Student Mental Health Services, Rm. 245 Student Health Care Center in the Infirmary, 392-1171, www.shcc.ufl.edu/smhs/*
 - Alcohol and Substance Abuse Program (ASAP)
 - Center for Sexual Assault / Abuse Recovery & Education (CARE)
 - Eating Disorders Program
 - Employee Assistance Program
 - Suicide Prevention Program

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DISCLAIMER

Serious effort and consideration were used in formulating the syllabus presented by the instructor. While viewed as an educational contract between the instructor and student, unforeseen events may cause changes to the scheduling of assignments, quizzes, exams, etc. The instructor reserves the right to make any changes deemed necessary to best fulfill the course objectives. Students registered for this course will be made aware of any changes in a timely fashion using reasonable means. This disclaimer does not abrogate any student rights as described by University rules and regulations.

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TENTATIVE COURSE CALENDAR AND ASSIGNMENTS

FALL 2014

WK	DATE	TOPIC	ASSIGNMENT
1	08/25	<ul style="list-style-type: none"> • Course Overview • Introduction to Global Leadership 	
	08/27	GLOBAL LEADERS, CULTURE AND A CHANGING WORLD <ul style="list-style-type: none"> • <i>A New Century Requires New Types of Leaders</i> • <i>Summary of Cultural Analysis</i> • <i>You Lead Across a Multicultural Terrain: Why cultural intelligence (CQ?): The New Secret to Success</i> • <i>Leadership Without Borders</i> 	M,RA,M 1 M&B Handout Livermore 1 Cohen 7
2	09/01	<i>HOLIDAY</i>	
	09/03	GLOBAL LEADERS AND INTERCULTURAL COMMUNICATIONS <ul style="list-style-type: none"> • <i>Comparison of Common Cultural Values</i> • <i>Cultural Communication Styles</i> • <i>Common Time and Context Differences in the Workplace</i> 	M,RA,M 2 Handout Handout Handout
3	09/08	NEGOTIATING LONG TERM FOR MUTUAL BENEFITS <i>Negotiation Skills Self-Assessment due</i>	M,RA,M 3
	09/10	<ul style="list-style-type: none"> • <i>Variables that Affect Leadership Functions</i> • <i>The What and Why of Conflict Competent Leaders</i> 	Handout R&F 1
4	09/15	<ul style="list-style-type: none"> • <i>Emotions and Leadership: The Role of Emotional Intelligence</i> • Review for first exam • Group project assignments and work- time <p style="text-align: center;">Case Study 1</p>	George
	09/17	<p style="text-align: center;"><u>First Exam</u></p> M,RA,M 1 -3 Cohen 7 Livermore 1 M&B Handouts George R&F 1	
5	09/22	GLOBAL LEADERS LEARNING FROM OTHERS AND CHANGE <ul style="list-style-type: none"> • <i>Dealing with Change: Leading Globally Requires a Fundamental Shift</i> 	M,RA,M 4 Livers
	09/24	<ul style="list-style-type: none"> • Group project working-time (2) 	

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6	09/29	WOMEN LEADERS IN GLOBAL BUSINESS <ul style="list-style-type: none"> • Group project work-time (2) <p style="text-align: center;">Group Project Topic due</p>	M,RA,M 5
	10/01	<ul style="list-style-type: none"> • Group project work-time (3) 	
7	10/06	Review chapters 4 and 5 Group Project Outline	
	10/08	MOTIVATING THE GLOBAL WORKFORCE: THE CASE FOR DIVERSITY AND INCLUSION	M,RA,M 6
8	10/13	<ul style="list-style-type: none"> • <i>Working with Five Generations in the Workplace</i> • <i>Mentoring Millennials</i> • <i>Leading Generation Y</i> • Review for second exam <p style="text-align: center;">Case Study 2</p>	Shah M&W Walker
	10/15	Second Exam M,RA,M 4-6 Shah Livers M&W Walker Handouts	
9	10/20	GLOBAL LEADERS SET STRATEGIES FOR EMERGING MARKETS <p style="text-align: center;">Group project presentation</p>	M,RA,M 7 Group 1
	10/22	<ul style="list-style-type: none"> • <i>Global Leadership and Personal Power</i> • <i>Best Practices in Leading: A Social Responsibility Perspective</i> • <i>Best Practices in Ethical Leadership</i> 	Gandz C&R 10 C&R 7
10	10/27	MANAGING GLOBAL TRANSITIONS AND RELOCATIONS <ul style="list-style-type: none"> • <i>Global Responsibility: What it Takes to Get it Right</i> <p style="text-align: center;">Group project presentation</p>	M,RA,M 8 Q&VV Group 2
	10/29	GLOBAL TEAMS AND GLOBAL LEADERSHIP	M,RA,M 9
11	11/03	<ul style="list-style-type: none"> • <i>Developing Collective Leadership</i> • <i>Virtual Teams: Improving Performance by Emulating the Best</i> • <i>Leading from the Grass Roots</i> <p style="text-align: center;">Group project presentation Case Study 3</p>	LCG 19 DeRosa HGB 3 Group 3
	11/05	WORKING IN THE MIDDLE EAST	M,RA,M 10
12	11/10	<ul style="list-style-type: none"> • Review for third exam <p style="text-align: center;">Group project presentation</p>	M,RA,M 11 Group 4

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	11/12	M,RA,M 7 - 9 Gandz Q&VV	<u>Third Exam</u> C&R 7 & 10 HGB 3 Handouts	DeRosa LCG 19	
13	11/17	WORKING IN SOUTH AND SOUTHEAST ASIA, AND AUSTRALIA • <i>Inter-American Cultural Contrasts in Business</i>			M,RA,M 12 Handout
	11/19	WORKING IN EAST ASIA Intergovernmental Organization assignment due			M,RA,M 13
14	11/24	<i>No class</i>			
	11/26	<i>Thanksgiving Break</i>			
15	12/01	WORKING IN THE EUROPEAN UNION AND RUSSIA WORKING IN AFRICA Group project presentation Case Study 4			M,RA,M 14 M,RA,M 15 Group 5
	12/03	LEADERSHIP DEVELOPMENT PLAN • <i>Global Leadership Characteristics</i> • <i>Managing your Global Leadership Development I</i> • <i>Managing your Global Leadership Development II</i>			Cohen 2 Cohen 13
16	12/08	WORKING IN NORTH AMERICA • <i>The Future of Global Leadership</i> • Review for fourth exam Group project presentation			M,RA,M 16 GHC 11 Group 6
	12/10	M, RA, M 16 Handouts	<u>Fourth Exam- 1st Part</u> Cohen 2 & 13	GHC 11	
	Tuesd. 12/16	<u>Fourth Exam- 2nd Part</u> <i>Leadership Development Plan</i>			

Note: Course calendar may change due to unforeseen circumstances. Students will be informed of all changes in class and on the course website in SAKAI.