**AEC 6419 - Communication & Competencies for Global Leadership**

3 Credits, Fall Semester 2025

Thursday 12:50 AM – 3:50 PM

Rolf Hall 306

**FACULTY INFORMATION**

Dr. Pablo Lamino

Assistant Professor in Agricultural Leadership Education

Office hours: You can schedule a meeting with me at <https://calendly.com/pablolamino/meeting>

**COURSE DESCRIPTION**

This course aims to enhance participants' understanding of cultural competency in leadership development, enabling them to develop the essential personal and professional skills required for effective leadership in a global society. It focuses on identifying and cultivating the competencies necessary for successful leadership in an increasingly globalized world, particularly international communication.

**COURSE OBJECTIVES**

Upon completion of the course, learners should 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. Know and critically engage with real-world global agricultural and leadership issues in society

4. Develop culturally relevant and effective global leadership techniques

5. Apply leadership skills in the global workplace and multicultural contexts

6. Understand and analyze the dimensions of global society’s past, present, and future

7. Interrogate the role of power within global leadership and engagement

8. Enhance intercultural communication proficiency

9. Analyze and evaluate personal cultural patterns and preferred communication styles in relation to other cultures, domestic and international.

**COURSE MATERIALS**

**Required:**

Mendenhall, M.E., Osland, J.O., Bird, A., Oddou, G.R., Stevens, M.J., Maznevski, M.L., &

Stahl, G.K. (2017). Global leadership: Research, practice, and development. Routledge.

**Recommended:**

Caligiuri, P. (2021). Build your cultural agility: The nine competencies of successful global

professionals. Kogan Page.

All required course readings will be provided via the weekly Canvas Module

Additional recommended resources will be shared in class and on Canvas.

**STUDENTS EXPECTATIONS**

Students are expected to be respectful, active, and tolerant of classmates and instructors. Students are only allowed to use cellular phones and computers during class if instructed to maintain a classroom environment conducive to learning. Students should refrain from engaging in other forms of distraction, such as interrupting others. Inappropriate behavior will result in a request to leave class, with the student receiving an unexcused absence for that class session. Absolutely no tobacco products of any kind, including vapes, are permitted in the classroom – students using tobacco products will be asked to leave the class. They will receive an unexcused absence for that class session.

**ASSESSMENTS AND GRADING SCHEMA**

**Cultural Competencies and Global Perspective Essay (Week 2) 25 points**

This 3-4-page double-space essay aims to foster self-awareness regarding the cultures and beliefs that influence your life experiences as a global leader and community member. By reflecting on your strengths and areas for improvement in cultural competency, you can outline specific actions to enhance your understanding and effectiveness as a global leader. This assignment does not require citation of sources, as it focuses primarily on introspection and personal development.

**Global Leader Interview (Week 8) (25 points)**

In this assignment, you will conduct an interview with a leader who has experience in working across different cultures. This interview will help you understand what it takes to be an effective global leader by learning directly from someone who has lived it.

You’re going to explore how cultural differences affect leadership and what competencies (skills, knowledge, and behaviors) are crucial for success in a global context. By talking to a real leader, you'll gain insights that you can apply to your own development as a global leader.

Task:

1. Find a Leader: Identify a leader who works in an international or multicultural environment. This could be someone from your community, a professional contact, or someone you admire.
2. Prepare Questions: Think about what you want to learn. Focus on how they navigate cultural differences, what challenges they face, and what strategies they use to lead effectively across cultures.
3. Conduct the Interview: Have a conversation with the leader, either in person, over the phone, or via video call. Make sure to take notes or record the interview (with their permission).
4. Present the Global Leader to the class.

This assignment is your chance to connect theory to real-world practice and take concrete steps toward becoming a more effective global leader.

**Review and Reflect**

(Weeks 4,7,10,12) (4 x 25 points each = 100 points)

For this task, you will be asked to respond to guided questions that will help you review and reflect on the topics we have covered in class. These questions will be given every three weeks, covering various content, readings, class lectures, and your worldview. Your responses should be at least two paragraphs long and clearly express your ideas. If you have cited any sources, list them as references at the end of your reflection. Consider the materials covered in class, including the readings, discussions, PowerPoints, and any comments your classmates or instructors made. Remember, APA formatting is not necessary.

**Individual Research Project**

You will have the opportunity to work in teams of two individuals to research a topic related to Communication and competencies for Global Leadership. Four research project options have been provided to assist students in developing their projects. These options serve as a starting point for students who may prefer a structured approach. However, students are encouraged to exercise their creativity and design research projects based on the class topics if they have a specific research idea. In such cases, they are advised to contact Dr. Lamino, who will guide and support them in shaping their projects. The aim is to ensure that each student can explore a research area of interest while aligning with the course objectives and learning outcomes.

• **SELECT ONE** of the following research topics that will be used for the class:

Research Topic Option 1:

*1)The Role of Mentoring in Enhancing Global Leadership Competencies for International Students:*

* Examine the impact of mentoring relationships on developing global leadership competencies among international students. Investigate the dynamics of cross-cultural mentoring and its influence on leadership development.

*2) Global Leadership Development Programs:*

* Evaluate the effectiveness of leadership development programs specifically designed for global leadership. Investigate the impact of such programs on the acquisition of global leadership competencies and career outcomes.

3) *Cross-Cultural Leadership in International Agricultural Development*:

* Explore the dynamics of cross-cultural leadership in international agricultural development projects. Investigate how leaders navigate cultural differences, build relationships, and facilitate collaboration for sustainable agricultural development in diverse cultural contexts.

4) *International Faculty Experiences:*

* Explore the experiences of international faculty members teaching at a university abroad. Investigate their intercultural challenges, strategies for effective communication, and the impact of their cultural backgrounds on teaching and research.

*5) Create your own!*

* This could be a topic part of a study you are already undertaking or the development of a preliminary portion of research you wish to carry out as part of your thesis or dissertation. Reach out to your instructor team for approval.

***Initial Draft (25 points)***

 Based on the research topic you selected, submit a paper that identifies the following:

1) The selected research topic and questions/objectives will guide your study.

2) Annotated Bibliography: To help you feel comfortable with the general background of your topic and refine your research question, you will be asked to turn in an annotated bibliography. For this class, your annotated bibliography will include at least ten peer-reviewed papers in your chosen area of interest. Doing this assignment will also help you identify larger patterns in the literature and potential gaps or more specific questions you wish to explore.

3) Based on your annotated bibliography and the topics covered in class, select two or three models/theories/frameworks/approaches - to describe any global leadership issues/problems identified and that you foresee framing your research at this early stage. This initial project draft will serve as the basis for your proposal.

1. Present the main findings of your Annotated Bibliography

***Initial Proposal Draft (25 points)***

To complete their proposal, students must submit an introduction, theoretical framework, and methodology within a seven-page limit (excluding the cover page, references, and appendices). Students will refer to the initial introduction and literature review draft to guide the proposal draft. The revised proposal will serve as the first part of the final paper.

***Final Proposal (50 points)***

As part of the manuscript draft, students must submit an almost-complete paper including the following sections:

● Introduction

Literature Review: Break into logical sections or themes that help explain the background of your topic.

●Theoretical/Conceptual Framework

● Methodology

How did you obtain the information necessary for this project?

Why was this method chosen?

Did you use interviews (with whom)? /Surveys (with whom)/ Content Analysis (Search Criteria)/ Scope Review(Criteria)?

Attach the interview guide/survey/code sheet as an appendix.

Ethical considerations? (e.g., Voluntary participation? Confidentiality? Anonymity?)

● References

***Oral presentations (50 points)***

Create a 15-minute presentation on your research project. This presentation must include either your voice narrating or a video of you making the presentation. Prepare the presentation as if you were presenting it at a conference.

**EDIS Global Leadership (100 points)**

The goal of this assignment is to give you the opportunity to apply the knowledge and skills gained throughout this course by developing a practical resource for global leadership practitioners. Many global leaders often lack access to specialized training or tools that support their leadership efforts. As an emerging expert in global leadership, you can help bridge this gap by creating a resource that other professionals can use to improve how they lead and support volunteers.

To demonstrate your applied learning and add a valuable product to your professional portfolio or CV, you will develop an EDIS focused on a specific model, framework, resource, or tool relevant to global leadership. Your EDIS should be clear, concise, and immediately useful to practitioners in the field.

At UF/IFAS Extension, specialists and agents write practical resources called EDIS to help Florida residents make informed decisions. For example, a 4H agent might write an EDIS explaining how to start a 4H program. Your task is similar, but your audience is global leadership practitioners.

**Assignment Deliverables:**

**1. Initial EDIS Draft (Due Week 6) – 30 points**

This version should include the following:

* A working title
* A clear introduction that defines the topic and its importance to global leadership
* A draft explanation of the model, resource, or tool
* Preliminary ideas on how it can be applied in practice
* Format should reflect an EDIS style (headings, short paragraphs, accessible language)

**Feedback will be provided** so you can refine the content and structure for the final draft.

**2. Final EDIS Draft (Due Week 15) – 70 points**

The final version should be polished, complete, and professional. It must include:

* A clear and engaging title
* A concise introduction that explains the relevance of your topic
* A detailed yet accessible explanation of the leadership concept or tool
* Practical tips or examples on how to apply it in real-world settings
* A conclusion or "Key Takeaways" section
* Clear formatting that resembles an EDIS (headings, bullet points, plain language)
* Optional: graphics, charts, or tables that enhance clarity (if appropriate)

**3. Present your EDIS to the class**

**Evaluation of the Grades**

| Assignment | Total Points | Due |
| --- | --- | --- |
| Cultural Competencies and Global Perspective Essay | 25 | 08/31 |
| Review and Reflect Essays (4 x 25) | 100 | Ongoing |
| Global Leader Interview | 25 | 11/29 |
| Team Project | 150 |  |
| EDIS Publication  | 100 |  |
| Initial Draft | 400 | 09/26 |

# Grading Policy

| **Grade** | **Percentage Range** | **Point Range (Out of 500)** | **Your Points** |
| --- | --- | --- | --- |
| **A** | 90 – 100% | 450 – 500 points |  |
| **B+** | 86 – 89.99% | 430 – 449 points |  |
| **B** | 80 – 85.99% | 400 – 429 points |  |
| **C+** | 76 – 79.99% | 380 – 399 points |  |
| **C** | 70 – 75.99% | 350 – 379 points |  |
| **D+** | 66 – 69.99% | 330 – 349 points |  |
| **D** | 60 – 65.99% | 300 – 329 points |  |
| **F** | Below 60% | 299 points or less |  |

**Attendance Policy, Class Expectations, and Make-Up Policy**

Attendance is required and will be monitored by daily check-ins in the class. If students must miss class for an excused reason, they will work with the instructor to make up all work and discussion elements. **This class relies heavily on participation and attendance**. If you do not attend and participate, YOU WILL NOT do well in this course. Changes to due dates will be a whole class decision and will be given in advance.

Excused absences must be consistent with university policies in the undergraduate catalog and require appropriate documentation. Additional information can be found in Attendance Policies.

**Students Requiring Accommodations**

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the [Disability Resource Center](https://disability.ufl.edu/students/get-started/). It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

**Course Evaluation**

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. [Click here for guidance on how to give feedback in a professional and respectful manner](file:///C%3A%5CUsers%5Clilyrlewis%5CAppData%5CLocal%5CMicrosoft%5CWindows%5CINetCache%5CContent.Outlook%5CLU96BFUU%5Cgatorevals.aa.ufl.edu%5Cstudents%5C). Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via [ufl.bluera.com/ufl/.](https://ufl.bluera.com/ufl/) [Summaries of course evaluation results are available to students here](https://gatorevals.aa.ufl.edu/public-results/).

**University Honesty Policy**

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” [The Honor Code](https://sccr.dso.ufl.edu/process/student-conduct-code/) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.

**Software Use**

All faculty, staff, and 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. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.

**Student Privacy**

There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see the [Notification to Students of FERPA Rights](https://registrar.ufl.edu/catalog0910/policies/regulationferpa.html).

**Campus Resources:** Health and Wellness

* ***U Matter, We Care:*** If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575 so that a team member can reach out to the student.
* ***Counseling and Wellness Center:*** [counseling.ufl.edu/cwc](http://www.counseling.ufl.edu/cwc), and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.
* ***Sexual Assault Recovery Services (SARS):*** Student Health Care Center, 392-1161.
* ***University Police Department***at392-1111 (or 9-1-1 for emergencies), or [police.ufl.edu](http://www.police.ufl.edu/).

**Academic Resources**

* [**E-learning technical support**](https://elearning.ufl.edu/), 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu.
* [**Career Resource Center**](https://www.crc.ufl.edu/), Reitz Union, 392-1601. Career assistance and counseling.
* [**Library Support**](http://cms.uflib.ufl.edu/ask), Various ways to receive assistance with respect to using the libraries or finding resources.
* [**Teaching Center**](https://teachingcenter.ufl.edu/), Broward Hall, 392-2010 or 392-6420. General study skills and tutoring.
* [**Writing Studio**](https://writing.ufl.edu/writing-studio/)**,** 302 Tigert Hall*,* 846-1138. Help brainstorming, formatting, and writing papers.
* [**Student Complaints Campus**](https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf)
* [**On-Line Students Complaints**](http://www.distance.ufl.edu/student-complaint-process)

**AEC 6419 Course Calendar**

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| --- | --- | --- | --- | --- |
| **Week** | **Date** | **Topic** | **Readings** | **Assignment due** |
| 1 | 08/22 - 08/24 | Course OverviewIntroduction to Global Leadership | Chapter 1 (Mendenhall et al., 2018) |  |
| 2 | 08/25 -08/31 | Global Leadership Roots | Chapters 2-3 (Mendenhall et al., 2018) | Cultural Competencies and Global Perspective Essay  |
| 3 | 09/01 -09/07 | Global Leadership Competencies: Mapping | Chapter 4 (Mendenhall et al., 2018) |  |
| 4 | 09/08 -09/14 | Global Leadership Competencies: Assessment | Chapter 5 (Mendenhall et al., 2018) | Review and Reflect Essay 1  |
| 5 | 09/15 -09/21 | In-Class DocumentaryFreedom from famine |  | Initial draft  |
| 6 | 09/22-09/28 | Global Leadership Development: Process Models  | Chapters 6-7 (Mendenhall et al., 2018) |  EDIS publication Draft |
| 7 | 09/29-10/05 | Global Leadership Development: Processes & Practices  | Chapter 8 (Mendenhall et al., 2018) | Review and Reflect Essay 2  |
| 8 | 10/06-10/12 | Leading Global Teams  | Chapter 9 (Mendenhall et al., 2018) | Global Leader Presentation |
| 9 | 10/13-10/19 | Global Leadership Knowledge Creation & Transfer  | Chapter 10 (Mendenhall et al., 2018) | Initial Proposal Draft |
| 10 | 10/20-10/26 | Leading Global Change | Chapter 11 (Mendenhall et al., 2018) | Review and Reflect Essay 3  |
| 11 | 10/27-11/02 | Responsible Global Leadership  | Chapter 12 (Mendenhall et al., 2018) |  |
| 12 | 11/03-11/09 | Back to the Future: Leveraging a Typology of Global Leadership Roles to Guide Global Leadership Research | Chapter 13 (Mendenhall et al., 2018) | Review and Reflect Essay 4  |
| 13 | 11/10-11/16 | Thanksgiving Break | No Mandatory Reading | Final Proposal Draft  |
| 14 | 11/17-11/23 | Global Leader Presentation  | No Mandatory Reading | EDIS Publication |
| 15 | 11/24-11/30 |  Oral Presentations + EDIS Publication Explanation | No Mandatory Reading |  Oral Presentations |

**This COURSE SCHEDULE is TENTATIVE and will be updated and modified as guest speakers are confirmed.**