AEC 6419 – Communication & Competencies for Global Leadership
3 Credits, Spring Semester 2023
T 11:45AM – 2:45 PM, Periods 5-7
Rolfs Hall 306

FACULTY INFORMATION
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COURSE DESCRIPTION
Identifying and developing the personal and professional competencies required for effective leadership in an increasingly global society. International communication is included.

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 style in relation to other cultures, domestic and international.

AEC-CLD STATEMENT OF PURPOSE
We are an engaged community of diverse students and faculty.
We learn to think critically and dialogue about agricultural and natural resources issues facing Florida and our world.
We explore the varied perspectives, theories and science underlying these issues.
We build our communication and leadership skills to address evolving agricultural and natural resources issues in a multicultural society.

Required:
Mendenhall, M.E., Osland, J.O., Bird, A., Oddou, G.R., Stevens, M.J., Maznevski, M.L., & Stahl, G.K. (2018). *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.

COURSE + UNIVERSITY POLICIES

In-Class Recording: Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A "class lecture" is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

Publication without permission of the instructor is prohibited. To "publish" means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third-party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student

Attendance/Engagement: It is an expectation that you attend every class session; we desire both your physical presence, as well as your mental engagement with the course content. Attendance/Engagement are a factor in your final grade for the course.

We are mindful of the strong relevance of our course content to the current state of our world. Inasmuch, we are aware that unexpected things happen in life (i.e. global pandemic, health emergencies, internet issues, etc.) that are outside of your control; we simply ask that you be open and honest regarding barriers to attendance/engagement so we can work something out. Should you be unable to attend class, please contact me ***prior to*** the class session you will be absent from. More information regarding university attendance policy can be found at https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/.

E-Learning: All students are expected to check Canvas (https://elearning.ufl.edu/) on a regular basis. Please ensure that you have access to this service. Additional handouts, readings and supplemental material will be housed in Canvas, this includes your grades.

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.

Course Add/Drop: Courses may be dropped or added during the Drop/Add period without penalty. The Drop/Add period is the first five days of classes during fall or spring semester, and the first two days of classes for summer terms. The specific dates are listed in each term's academic calendar.

After Drop/Add, students may withdraw from a course up to the date established in the university calendar. A grade of W will appear on the transcript, and students will be held liable for course fees. All drops after Drop/Add must be submitted to the Office of the University Registrar by the deadline.

Online Course Evaluation System: 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. 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/. Summaries of course evaluation results are available to students here.

Campus Resources:
Health and Wellness

U Matter, We Care: If you or someone you know is in distress, please contact umatter@ufl.edu, 352-392-1575, or visit U Matter, We Care website to refer or report a concern and a team member will reach out to the student in distress.

Counseling and Wellness Center: Visit the Counseling and Wellness Center website or call 352-392-1575 for information on crisis services as well as non-crisis services.

Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need, or visit the Student Health Care Center website.

University Police Department: Visit UF Police Department website or call 352-392-1111 (or 9-1-1 for emergencies).

UF Health Shands Emergency Room / Trauma Center: For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; Visit the UF Health Emergency Room and Trauma Center website.

Academic Resources

E-learning technical support: Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at helpdesk@ufl.edu.

[*Career Connections Center*](#): Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.

[*Library Support*](#): Various ways to receive assistance with respect to using the libraries or finding resources.

[*Teaching Center*](#): Broward Hall, 352-392-2010 or to make an appointment 352- 392-6420. General study skills and tutoring.

[*Writing Studio*](#)*:* 2215 Turlington Hall*,* 352-846-1138. Help brainstorming, formatting, and writing papers.

Student Complaints On-Campus: [Visit the Student Honor Code and Student Conduct Code webpage for more information](#).

On-Line Students Complaints: [View the Distance Learning Student Complaint Process](#).

Students with Disabilities: "Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation." The Disability Resource Center 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. 0001 Reid Hall, 392-8565, https://disability.ufl.edu/students/get-started/

Late Assignments: All work is due via Canvas by 11:59 PM on the assigned date unless otherwise specified. Assignments submitted within one week of the original due date will be evaluated less 10% of the assignment point value. Assignments submitted beyond one week of the original deadline are subject to the discretion of the instructor regarding possible points for evaluation (no more than 50% value possible beyond one week).

ACADEMIC INTEGRITY:

In 1995 the UF student body enacted an [honor code](#) and voluntarily committed itself to the highest standards of honesty and integrity. When students enroll at the university, they commit themselves to the standard drafted and enacted by students.

The Honor Pledge: **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."**
Students should report any condition that facilitates dishonesty to the instructor, department chair, college dean, Student Honor Council, or Student Conduct and Conflict Resolution in the Dean of Students Office.
(Source: 2019 The Orange Book, UF Regulation 4.040, p. 12)

It is assumed all work will be completed independently unless the assignment is defined as a group project in writing by the instructor.

Plagiarism: A Student must not represent as the Student's own work all or any portion of the work of another. Plagiarism includes but is not limited to:

- Stealing, misquoting, insufficiently paraphrasing, or patch-writing.
- Self-plagiarism, which is the reuse of the Student's own submitted work, or the simultaneous submission of the Student's own work, without the full and clear acknowledgment and permission of the Faculty to whom it is submitted.
- Submitting materials from any source without proper attribution.
- Submitting a document, assignment, or material that, in whole or in part, is identical or substantially identical to a document or assignment the Student did not author.

(Source: 2019 The Orange Book, UF Regulation 4.040, p. 13)

COURSE ASSIGNMENTS

Critical Reading & Analysis
Each week, you will be assigned intentional readings that will be illustrative of the assigned topic. It is expected that you have read the material, digested it, and have thought critically about the material before coming to class. To that end, you will be expected to submit three critical questions/starting points of conversation you would like to address in class that week via Canvas. Each post is due each Tuesday by the start of class.

Personal Global Perspectives Essay
The purpose of this essay is to increase self-awareness of the cultures and beliefs you represent and that shape your life experiences as a global leader and community member. This paper should be 3-4 pages in length and does not require citation of sources.

Individual Final Project
Your final assignment for the class will be decided by you. You can decide what type of final project you want to write, so that it has the best impact on your overall graduate career for the semester/year. Through meeting with Dr. Coers via a 1:1 meeting, you can petition to submit a final project that may be in the format of a literature review, qualitative interview analysis, in depth annotated bibliography, conference proposal, journal article submission, etc. Final projects should relate to the overall course topic.

- *Proposal* – Submit a single page overview of your intended individual final project ahead of a 1:1 meeting with Dr. Coers.
- *Final Project:* Submit your final project according to the agreed upon format.

Case Analysis
Each student will select a global leadership 'roots' element or competency model for the foundation of their analysis of a case study (existing case, current event, etc.).

- The grading criteria/rubrics for assignments are available on Canvas. -

COURSE GRADING

Grades will be earned based on the degree to which the student fulfills the assigned requirements for the designated project, integrates course discussions and perspectives, provides support from the literature for his or her findings, and synthesizes his or her own independent thought into the assignment.

Assignments	Due Date	Points
Critical Reading & Analysis	Ongoing	100
Personal Global Perspectives Essay	January 23	50
Individual Project		
Proposal	February 7	50
Final Product	April 25	200
Case Analysis	February 28	100
Total		500

Course Grading Scale:

		A:	450-500 points		
B+:	430-449 points	B:	415-429 points	B-:	400-414 points
C+:	380-399 points	C:	365-379 points	C-:	350-364 points
D+:	330-349 points	D:	315-329 points	D-:	300-314 points
		E:	299 and Below		

University of Florida Grade & Grade Points Policy can be found at:
https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx#grades.

AEC 6419 Course Calendar

Week	Date	Day	Topic	Readings & Assignments
1	Jan 9-13	T	Course Overview Introduction to Global Leadership	Chapter 1 (Mendenhall, et al.)
2	Jan 16-20	T	Global Leadership Roots	Chapters 2-3 (Mendenhall, et al.)
3	Jan 23-27	T	Global Leadership Competencies: Mapping	Chapter 4 Assignment: Personal Global Perspectives
4	Jan 30 - Feb 3	T	Global Leadership Competencies: Assessment	Chapter 5
5	Feb 6-10	T	Global Leadership Competencies: ANR & International Development	Assignment: Project Proposal
6	Feb 13-17	T	Global Leadership Development: Process Models	Chapter 6-7
7	Feb 20-24	T	Global Leadership Development: Processes & Practices	Chapter 8
8	Feb 27 - Mar 3	T	Individual Case Exploration	Assignment: Case Analysis
9	Mar 6-10	T	Leading Global Teams	Chapter 9
10	Mar 13-17	T	UF Spring Break	
11	Mar 20-24	T	Global Leadership Knowledge Creation & Transfer	Chapter 10
12	Mar 27-31	T	Developing Global Leaders in ANR & International Development	
13	Apr 3-7	T	Developing Global Leaders through Study Abroad	
14	Apr 10-14	T	Leading Global Change	Chapter 11
15	Apr 17-21	T	Responsible Global Leadership & Global Leadership Research	Chapter 12 - 13
16	Apr 24-28	T	Individual Project Presentations	Assignment: Individual Project