

MGT-468

Leading and managing in a global context

Winzenried Nicola

Cursus	Sem.	Type
Management, Technology and Entrepreneurship minor	E	Opt.
Managmt, tech et entr.	MA2, MA4	Opt.

Language of teaching	English
Credits	4
Withdrawal Session	Unauthorized Summer
Semester	Spring
Exam	During the semester
Workload	120h
Weeks	14
Hours	3 weekly
Lecture	3 weekly
Number of positions	50

It is not allowed to withdraw from this subject after the registration deadline.

Summary

This course examines management and leadership concepts and provides tools to apply when working in global business contexts. Participants will explore and develop their authenticity and how to apply the course content to adapt the way they work with, lead and manage teams in a multicultural context

Content

Leadership in a Global context: Identify key concepts and leadership styles and how they adapt to the global context. Explore own leadership experiences and style with areas for growth and development.

Essential Management Components: Integrate management components necessary when managing and working with people in a global context and learn to apply them to real life examples and situations. Topics covered are recruitment and motivation, reward and development, feedback and conflict resolution.

Identify and develop personal profile: Analyze own style and perception of others through psychometric questionnaires and feedback from other participants. Explore cultural differences in class and development of cross-cultural understanding and communication skills which are an essential part of working in a global context.

Participants will work in teams to put in practice and present course learnings and teamwork. They will learn to consider the global context in which they operate and the importance for organizations to build on cultural differences.

Keywords

Management, Leadership, Teamwork, Global Context, Intercultural Communication, Cultural differences, Feedback, Self-Awareness

Learning Outcomes

By the end of the course, the student must be able to:

- Assess / Evaluate people and provide constructive feedback
- Demonstrate capacity of introspection and self-awareness
- Transpose course concepts and theories to analyzing personal experience and situations
- Synthesize and present key concepts of leadership and management
- Define personal profile and preference when working with others
- Explore own strengths and weaknesses and areas for development
- Apply context and person appropriate conflict resolution techniques when needed and provide constructive feedback
- Apply appropriate management and leadership behavior depending on situation and context within your team
- Demonstrate cultural sensitivity and intercultural communication skills

- Adapt conflict resolution techniques when needed and provide constructive feedback

Transversal skills

- Identify the different roles that are involved in well-functioning teams and assume different roles, including leadership roles.
- Resolve conflicts in ways that are productive for the task and the people concerned.
- Communicate effectively, being understood, including across different languages and cultures.
- Assess one's own level of skill acquisition, and plan their on-going learning goals.
- Take feedback (critique) and respond in an appropriate manner.
- Give feedback (critique) in an appropriate fashion.
- Evaluate one's own performance in the team, receive and respond appropriately to feedback.
- Chair a meeting to achieve a particular agenda, maximising participation.
- Negotiate effectively within the group.
- Make an oral presentation.

Teaching methods

Interactive lecture, simulations, group/team work, presentations, case studies

Expected student activities

- Class attendance
- Individual precourse reading and session preparation
- Active listening and participation in class
- Teamwork and project preparation
- Individual reflection

Assessment methods

Continuous assessment combining:

- Team Project 60%
- Individual Project 40%

Resources

Bibliography

Will be provided on Course Moodle at the beginning of the semester.

Moodle Link

- <https://go.epfl.ch/MGT-468>