

International Summer University^{WU} 2020
WU (Vienna University of Economics and Business)



Course outline

Course title	Global Leadership in a complex and rapidly changing world	
Instructor	<p>Scott Neilson CEO Mandala Partners International, LLC, Princeton, NJ USA Email: captain.neilson@gmail.com Website: www.scottneilson.com</p>	
Language of instruction	English	
Course level	Graduate	
Contact hours	25 teaching hours (45 min. each)	
Aim of the course		
<p>This course is designed to reclaim the essentials of effective leadership by helping leaders understand the critical importance of building support among stakeholder groups. It provides a construct through which leaders can understand stakeholder motivations, and identify the actions, and the leadership skills necessary to manage stakeholder commitment to business strategies and direction in a global multi-cultural business environment.</p> <p>Through practical examples, case studies, and experiential in-class learning activities, participants will build a foundation for their own leadership style.</p> <p>The program includes discussion of the most well-researched global leadership assessment technologies and development tools, and concludes by utilizing a self-assessment leadership skills indicator through which participants gain insights about their own leadership skills, strengths and weaknesses, and learn how to begin the journey of leadership skill development.</p>		
Learning objectives		
<p>The learning goals of the program include:</p> <ul style="list-style-type: none"> ❖ Understanding the evolution of leadership theories and concepts as a foundation for anticipating future leadership demands. 		

- ❖ Examining cultural differences in the important aspects of leadership, why they exist, how they might evolve, and why.
- ❖ Identifying the stakeholders of a business, seeing the business through the eyes of those stakeholders, and understanding their needs and motivations.
- ❖ Exploring the actions required of leaders to meet the needs of their stakeholders.
- ❖ Experiencing the fundamentals of several specific leadership skills.
- ❖ Discovering participants' relative strengths and weaknesses in leadership skills and embarking on the journey of personal skill development.

Prerequisites and/or admission requirements

Application requirements for the Graduate Program are current enrollment in a master's or MBA program (or equivalent), with a focus on business administration/economics, and / or a bachelor degree in a business major. Applicants interested in participating in the International Summer University^{WU} need an excellent command of the English language. The English language requirements can be found at [ISU^{WU}Language Requirements](#).

Teaching methods

The learning method for this program combines readings and lectures with workshop activities, in-class discussion, and group analysis and presentations to bring the foundation of research and proven concepts together with the power of experiential learning.

Pre-course assignment

- ❖ Reading and research to include (will be provided by the lecturer):
 - Reading: Jim Collins, "Good to Great", Harper Business, ISBN 0-06-662099-6, Hardcopy, Chapter 2: pp. 17-40.
 - Reading: Peter S. Pande, "The Six Sigma Leader", McGraw-Hill, ISBN-13: 978-0-07-145408-7, Hardcopy, Chapter 3: pp. 55-82
 - Research best practices – interview 3 business people with supervisory responsibilities at any level (must have people reporting to them) and identify what they think are the 3 most important things leaders must do to be effective.
- ❖ Case Study preparation for in-class group work (Case studies to be provided). Read:
 - Global Lab Case Study, Operational Data and Market Growth and Competitive Analysis
- ❖ Skill Development
 - Complete Leadership Skills Indicator. Use Development Guide and internet resources for Development Planning ideas

Course contents

Day 1	Introduction; discussion and brainstorming best practices; historical perspectives and literature review. Discussion and understanding of fundamentals of motivation; engaging and motivating employees; earning support from stakeholders.
Day 2	Case Study workshop activity. Participants will work in small groups on Creating a Vision and Setting Direction, and Designing an Organization.
Day 3	Case Study workshop activity. Participants will work in small groups on aspects of Building the Team, and individually on specific skill development.
Day 4	Case Study workshop activity. Participants will work individually on specific skill development in Driving Performance, and in small groups on Maintaining the Team.
Day 5	Case evaluation and forum for further exploration and application. Workshop activity through which participants gain insights about their own leadership skills and how to develop them.

Comments
Punctuality and attendance are mandatory in all sessions.
Criteria for successful completion of the course
<p>Understanding of the concepts and application of those concepts to current and future scenarios. Contribution to discussion topics and group assignments.</p> <p>The following grading scale is applied:</p> <p>100-90% excellent (1) 89-80% good (2) 79-70% satisfactory (3) 69-60% sufficient (4) 59-0% fail (5)</p>
Assessment
<p>Final grades will be determined by student performance in the following areas:</p> <ul style="list-style-type: none"> ❖ Individual participation in class – 40% of grade ❖ Take-home test on historical models and concepts – 20% of grade ❖ In-class quiz on Stakeholder Management – 20% of grade ❖ In-class group activities and presentations – 20% of grade <p>No pre-course submissions are required, though participation from Day 1 will be directly related to pre-course readings and research. All other grade-related activity will be completed in class and during the course of the program.</p>
Course literature (cases, papers, online material...) all articles and literature will be available on WU campus
<ul style="list-style-type: none"> ❖ Reading and research to include: <ul style="list-style-type: none"> ○ Reading: Jim Collins, "Good to Great", Harper Business, ISBN 0-06-662099-6, Hardcopy, Chapter 2: pp. 17-40. ○ Reading: Peter S. Pande, "The Six Sigma Leader", McGraw-Hill, ISBN-13: 978-0-07-145408-7, Hardcopy, Chapter 3: pp. 55-82 ❖ Case Study preparation for in-class group work (Case studies to be provided by Instructor). Read: <ul style="list-style-type: none"> ○ Global Lab Case Study, Operational Data and Market Growth and Competitive Analysis ❖ Skill Development: <ul style="list-style-type: none"> ○ Complete Leadership Skills Indicator (to be provided by Instructor). Use Development Guide and internet resources for Development Planning ideas. ○ Please note: The Leadership Skills Indicator and the Development Guide are documents that will be provided by the lecturer. They were developed by Scott Neilson specifically for young leaders.

Please note the following information on the total workload of the respective course:

Course level	ECTS credits	Pre-course workload	In-class activity	Outside-of-class workload during the program
Graduate	3	approx. 20 hours	19 hours (= 25 teaching hours)	approx. 20 hours