# esade

# Leading teams in a globalized world

**UGRA_014615**

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|---|---|
| Departments | Department of People Management & Organisation |
| Teaching Languages | English |
| ECTS | 4 |
| Teacher responsible | Guest Steven - steven.guest@esade.edu |

## Course Goals

The course's overall objective is to develop students' ability to identify the main challenges and courses of action for effectively leading and working in global teams in the diverse and multicultural context of contemporary multinational companies.

To accomplish the courses overall objective, by the end of the course students should have:

· Gained in-depth knowledge and understanding of the multiplex human and organizational factors, which affect designing, leading, and functioning in global teams.
· Acquired knowledge of and practical skills into designing, managing, and leading complex global teams.
· Possess knowledge and skills to understand applicable research and design appropriate strategies regarding effective global team functioning.
· Understand how cultural, language and organizational diversity may affect leadership approaches for global teams as well as be more aware of the impact of own culture and the importance of understanding other people's cultures (national and corporate ones).

## Teaching methodology

This course relies on a combination of independent academic readings, simulations, in-class exercises, case studies, brief lectures, personal reflection exercises, independent individual as well as teamwork. Highly interactive, activity-based learning and learning-by-doing approach. The course will be based on students' active participation and will make an extensive use of the following methodologies:

· Group dynamics: simulations and group discussions...
· Role-plays
· Student presentations
· Brief lectures on selected topics

## Description

## Course contribution to program

The course focuses on some of the key issues that students, as future global managers, leaders, and global team members will face. To that end, the course places particular emphasis on understanding: (1) the factors that affect both the effectiveness of and the role of teams in a globalized world and organizations; (2) the necessary individual and group level factors that facilitate effective global teams functioning; (3) the leadership skills necessary to successfully manage global teams. Additionally, this course will equip students with the necessary knowledge and skills to understand research, practical

case studies, draw conclusions, and design their own predictions for solving organizationally relevant problems.

# Short description

Teamwork is vital for any organization and increasingly our teams extend beyond collocated colleagues in the same location. Teams have gone global. The course covers both core and advanced topics in leading global teams with a special emphasis on the leadership skills needed by global managers. Therefore, students are expected to have some level of understanding of the basic theories and tools of teamwork as well as modern approaches to leadership.

The course focuses on synergizing and understanding the multiplex human and organizational factors that affect designing, leading, and functioning in global teams. By synergizing theoretical and practical knowledge, and applying it to real world scenarios, students will be provided with vital insights and key understanding of the drivers of effective global teams.

## Bibliography

Leigh Thompson, Making the Team: A Guide for Managers 6th Edition, Pearson (Book)

Goleman, D. (2000)., Leadership that gets results., Harvard Business Review. (Article)

DeRue, D., Nahrgang, J., Wellman, N., & Humphrey, S. (2011)., Trait and Behavioral Theories of Leadership: An integration and Meta-Analytic Test of Their Relative Validity., Personnel Psychology. 64 (Article)

Ben Ramalingam, David Nabarro, Arkebe Oqubay, Dame Ruth Carnall, and Leni Wild, 5 Principles to Guide Adaptive Leadership, Harvard Business Review (Article)

Tsedal Neeley, Global Teams that work, Harvard Business Review (Article)

Tsedal Neeley, Leading Global Teams: Managing SPLIT to bridge social distance, Harvard Business Review (Article)

Erin Meyer, Navigating the cultural minefield, Harvard Business Review (Article)

Diane Coutu, Why teams do not work?, Harvard Business Review (Article)

Tuckman, Bruce (1965)., Developmental sequence in small groups, Psychological Bulletin. 63 (6): 384–99

## Activities

### In-class discussions and debates
On current topics

### Role-play exercises and simulations
Team SIMS

### Teamwork
Throughout the course we will engage in simulations where you need to work as part of a team

### Group presentations
On selected topics assigned to specific groups

### Case study analyses
Short cases that highlight key aspects of leading global teams

## Content

| # | Topic |
|---|-------|
| 1 | Leadership styles. |

| # | Topic |
|---|---|
| 2 | The Role of Behaviors and Traits in Effective Leadership |
| 3 | Leading Teams Within Organizations |
| 4 | Leadership and Crisis Management |
| 5 | Local vs Global tensions in leadership |
| 6 | SPLIT framework for Global teams |
| 7 | Identity in Global teams: the role of culture |
| 8 | Managing Diversity and Conflict |

## Assessment

| Tool | Assessment tool | Category | Weight % |
|---|---|---|---|
| Individual or team exercises | Individial Work | Retake and ordinary round | 50.00% |
| Individual or team exercises | Group Work | Retake and ordinary round | 50.00% |

PROGRAMS

B13-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
B13 Year 1 (Optative)

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBA20 Year 2 (Optative)
BBA20 Year 3 (Optative)
BBA20 Year 4 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBA23 Year 4 (Optative)
BBA23 Year 2 (Optative)
BBA23 Year 3 (Optative)

BBE20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBE20 Year 4 (Optative)
BBE20 Year 2 (Optative)
BBE20 Year 3 (Optative)

DBAI21-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)
DBAI21 Year 2 (Optative)
DBAI21 Year 3 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)
DBAI23 Year 2 (Optative)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)
GBD20 Year 2 (Optative)
GBD20 Year 5 (Optative)
GBD20 Year 3 (Optative)
GBD20 Year 1 (Optative)
GBD20 Year 4 (Optative)

GEL19-Bachelor of Global Governance, Economics and Legal Order (Undergraduates: Law)
GEL19 Year 2 (Optative)
GEL19 Year 3 (Optative)
GEL19 Year 4 (Optative)
GEL19 Year 1 (Optative)

GEL23-Bachelor of Global Governance, Economics and Legal Order (Undergraduates: Law)
GEL23 Year 4 (Optative)
GEL23 Year 1 (Optative)
GEL23 Year 2 (Optative)
GEL23 Year 3 (Optative)