Syllabus: Essentials of Global Leadership

**Specialization Certificate:** Global Leadership

**Faculty:** Professors Robert McCann and Gonzalo Freixes

**Course 1:** Essentials of Global Leadership

**Course Description**

This course covers a range of topics associated with globalization and the leadership of multinational companies. Topics include how to gain a global mindset, how to move an established organization successfully into a new market/country, and how to ensure that in a complex world, difficult business decisions are ethical, correct, and defensible.

**Course Learning Objectives:**

By the end of this course, you will be able to:

- Evaluate your own progress toward achieving a global mindset.
- Analyze a potential opportunity to expand into a new foreign market, using specific criteria.
- Judge situations that include ethically ambiguous elements to make a correct and defensible choice.

**Overview Video: Sebastian Edwards, UCLA Anderson School of Management Faculty**

**Professor Robert McCann**

Dr. Bob McCann is a part of the School’s Management & Organization faculty, where he creates, directs, and teaches management communication and leadership classes across virtually all of Anderson’s MBA degree programs.

He is currently the Chair of the UCLA Thailand Executive Committee, and also serves on the Faculty Advisory Committee of UCLA’s Center for Southeast Asian Studies.

Bob was formerly the Associate Dean for Global Initiatives and the Associate Faculty Director of the Center for Global Management at UCLA Anderson.

Dr. McCann's areas of research interest include workplace ageism, intergroup communication, and intercultural communication. He is the principal investigator on UCLA’s multi-year CIBER grant. Dr. McCann has been published in several major refereed communication journals and has won numerous research awards. Bob also serves on the executive editorial board of the *Journal of Asian Pacific Communication*.

Dr. McCann's latest book is entitled *Ageism at Work: The Role of Communication in a Changing Workplace*. The book is available in three languages (Spanish, Catalan, and English).
Prior to his return to the United States, Dr. McCann lived in Asia for nearly 20 years. Most of this time was spent in Thailand, where he worked both in academia at the Sasin Graduate Institute of Business Administration of Chulalongkorn University and in the private sector (in the spirits industry).

Aside from communication, Dr. McCann teaches courses including Global Leadership, Persuasion & Leadership, Leading & Doing Business in Thailand, and Doing Business in Southeast Asia in Anderson’s FEMBA, EMBA and Executive Education programs. He also teaches undergraduate classes each year in Hong Kong.

Dr. McCann is a frequent media consultant in the areas of management communication, leadership, workplace ageism, and age diversified workplaces, most recently appearing on National Public Radio and in Bloomberg BusinessWeek, US News and World Report, the Chicago Tribune, the New York Times, GQ, Esquire, the Atlanta Journal Constitution, the Capital Times, and the International Herald Tribune.

Prior to joining UCLA, Dr. McCann taught at the USC Marshall School of Business. At USC, Dr. McCann was a recipient of the Golden Apple Teaching Award, an honor bestowed by Marshall’s full-time, first year MBA class on its favorite professors. Dr. McCann has received numerous dean’s commendations at UCLA and USC for exemplary teaching.

**Education**

Ph.D. Communications, UC Santa Barbara  
M.A. Applied Linguistics, UCLA  
B.A. International Studies, Emory University

**Interests**

Ageism, Organizational Communication, Social Psychology in Thailand and South East Asia, Persuasion, Personal Development, Communication In and Between Firms, Communications, Cross-Cultural Issues, Culture, Leadership, Human Resources, Asia

**Recognition**

- Golden Apple Graduate Teaching Award  
- National Communication Association Outstanding Dissertation Award in Communication and Aging  
- Western States Communication Association Milton Dickens Award for Exemplary Empirical Research  
- Brython Davis Research Fellowship  
- James J. Bradac Award for Excellence in Research  
- George D. McCune Research Fellowship

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**Module 1: Global Mindset as Competitive Advantage, Part 1**

**Module Learning Objectives:**

As a result of participating in this module, you will be able to:

- Identify the most common factors contributing to the pressures on today’s global leader.  
- Explain the critical demands and skills required of today’s global leader.  
- Discuss the three key components of developing a “global mindset.”
Module Components:

- Video Lecture 1: The Challenge of Global Management
- Video Lecture 2: How Global Leaders Succeed
- Video Lecture 3: Defining and Understanding "Global Mindset"
- Reading 1: Global Leadership Competencies
- Reading 2: Developing a Global Mindset: The Relationship between an International Assignment and Cultural Intelligence
- Assignment: Case Study on Marrilae as a Future Global Leader
- Check for Understanding Assessment

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Module 2: Global Mindset as Competitive Advantage, Part 2

Module Learning Objectives:

As a result of participating in this module, you will be able to:

- For an evolving global leader, make recommendations for ways s/he can further develop his/her Global Intellectual Capital.
- For an evolving global leader, make recommendations for ways s/he can further develop his/her Global Psychological Capital.
- For an evolving global leader, make recommendations for ways s/he can further develop his/her Global Social Capital.

Module Components:

- Video Lecture 1: Developing Your Global Intellectual Capital
- Video Lecture 2: Developing Your Global Psychological Capital
- Video Lecture 3: Developing Your Global Social Capital
- Reading 1: Doing Business Across Cultures
- Reading 2: Developing a Global Mindset: Integrating Demographics, Sustainability, Technology, and Globalization
- Assignment: Case Study on Marrilae as a Future Global Leader, continued
- Check for Understanding Assessment

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Professor Gonzalo Freixes

Gonzalo Freixes is a senior lecturer in the accounting area and is currently the Associate Dean of the Executive MBA and Fully Employed MBA programs, as well as overseeing the Global Immersion programs for all three UCLA Anderson MBA programs. Mr. Freixes also serves as faculty director for the Applied Management Research Program for the full-time MBA Program. He holds a doctorate in jurisprudence from Loyola Law School and a master’s in business taxation from the University of Southern California.
Mr. Freixes teaches business law, international business law, business ethics, corporate and individual taxation, and real estate law & taxation in the MBA Program and in the undergraduate accounting minor program. He has lectured in Brazil, Spain, France, Holland, Argentina, South Africa, Belgium and Chile on international business & tax subjects. Previously, he taught international business law and business law at California State University, Northridge.

Mr. Freixes also directs the Price Center’s UCLA Summer Entrepreneurship Institute for undergraduate students, where he also teaches a course in business ethics and corporate governance. He frequently lectures in the subjects of taxation, corporate governance, business ethics, international business law, and trial advocacy.

In 2011, Mr. Freixes received the Neidorf Decade Teaching Award from the UCLA Anderson faculty and in 2006, he received the Fully Employed MBA class Outstanding Teacher Award. He is the faculty advisor and coach for the UCLA Mock Trial program. UCLA won the national mock trial championship in 2004, 2005, and 2011. He also served as a writer and consultant for the pilot of a Fox TV reality series, The Partner.

Mr. Freixes currently serves on the Board of Trustees of the Executive MBA Council and was Chair of the Board in 2012. He was an elected official with the Newhall School Board of Trustees (serving two years as its president) and also served on the State Bar of California’s Judicial Nominees Commission for three years, where he evaluated the California governor’s judicial nominees for the Supreme, Appellate, Superior and Municipal Courts.

Education

J.D. Law, 1979, Loyola Law School
M.A. Business Taxation, 2008, USC

Interests

Business law, taxation, business ethics, governance, international law and taxation, international trade, Latin America, law, political and legal strategy, start-up companies

Module 3: Local to Global: How Things Change

Module Learning Objectives:

As a result of participating in this module, you will be able to:

• Use the PEST structure to analyze a potential new foreign market.
• Consider the facts related to a proposed new foreign market to recommend the best method for initial entry.
• From a list, select final candidates for positions as business manager, country manager, and human resources functional manager for a new branch office in a new market, providing rationales for each choice.

Module Components:

• Video Lecture 1: Challenges and Issues
• Video Lecture 2: Practicalities and Perspectives for Market Entry
• Video Lecture 3: Capabilities and Competencies of the Global Manager
• Reading 1: How to Enter an Emerging Foreign Market
• Reading 2: Going Global: How to Succeed in International Markets
Module 4: The Ethics of Global Business

Module Learning Objectives:

As a result of participating in this module, you will be able to:
• Develop a personally relevant definition of ethical behavior in a business context.
• Analyze a business problem to make an ethically appropriate decision.
• Given a situation involving an alleged conflict of interest, recommend an ethical course of action to resolve the conflict.

Module Components:

• Video Lecture 1: Ethics and Moral Development
• Video Lecture 2: Ethical Business Decisions
• Video Lecture 3: Global Ethics in Action
• Reading 1: Kohlberg’s Stages of Moral Development
• Reading 2: Lifespan Theories: Theory of Moral Development
• Reading 3: The Seven Signs of Ethical Collapse: How to Spot Moral Meltdowns in Companies ... Before It’s Too Late (A Focus on Ethical Culture)
• Reading 4: Seven Signs of Ethical Collapse – Marianne Jennings
• Assignments: Case Study on Marrilae as a Future Global Leader, continued
• Check for Understanding Assessment
Syllabus: Global Communication for Impact

Specialization Certificate: Global Leadership

Faculty: Professors Robert McCann and Miguel Unzueta

Course 2: Global Communication for Impact

Course Description

This course focuses on general negotiation principles and techniques, and then applies these concepts specifically to inter-cultural situations. A discussion of the meaning of culture and the ways in which various cultures differs anchors the course.

Course Learning Objectives:

By the end of this course, you will be able to:
- Use both verbal and nonverbal principles in the context of inter-cultural communication.
- Explain cultural differences pertaining to age, nationality, business, and leadership.
- Prepare for and engage in negotiations, including those taking place in inter-cultural settings.

Overview Video: Sebastian Edwards, UCLA Anderson School of Management Faculty

Professor Robert McCann

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Prior to joining UCLA, Dr. McCann taught at the USC Marshall School of Business. At USC, Dr. McCann was a recipient of the Golden Apple Teaching Award, an honor bestowed by Marshall’s full-time, first year MBA class on its favorite professors. Dr. McCann has received numerous dean’s commendations at UCLA and USC for exemplary teaching.

**Education**

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**Interests**

Ageism, Organizational Communication, Social Psychology in Thailand and South East Asia, Persuasion, Personal Development, Communication In and Between Firms, Communications, Cross-Cultural Issues, Culture, Leadership, Human Resources, Asia

**Recognition**

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- Brython Davis Research Fellowship
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- George D. McCune Research Fellowship

**Module 1: Cross-Cultural Communication, Part 1**

Module Learning Objectives:

As a result of participating in this module, you will be able to:

- Synthesize the key points concerning nonverbal communication to create an explanatory graphic.
- For one culture not your own, develop a one-page list of tips on cultural characteristics to assist travelers to that culture.
- Use the research findings of Dr. Amy Cuddy to experiment with “power posing” and report the results.

Module Components:
Module 2: Cross-Cultural Communication, Part 2

Module Learning Objectives:

As a result of participating in this module, you will be able to:

• Create a list of methods supporting an age-friendly workplace, regardless of culture.
• Describe the major determinants of culture.
• Analyze the similarities and differences of two nations, according to Hofstede’s Interactive Dimensions.

Module Components:

• Video Lecture 1: Age and Culture
• Video Lecture 2: Nation and Culture
• Video Lecture 3: National Differences in Business and Leadership
• Reading 1: The Significance of Cross-Cultural Communication in International Business Negotiation
• Reading 2: Cross-Cultural Differences in Management
• Reading 3: The Hofstede Centre: Country Comparison
• Assignment: Case Study on Volunteering for D-GUY, continued
• Check for Understanding Assessment

Professor Miguel Unzueta

Miguel Unzueta is an Associate Professor of Management and Organizations at UCLA Anderson School of Management. His research explores how people understand their position within social and interpersonal hierarchies and the impact this understanding has on their perceptions of self, others, and group-based inequality.

Professor Unzueta teaches the core organizational behavior course for full-time MBA students (@MGMT 409). In 2010, he was awarded the George Robbins Assistant Professor Teaching Award. More recently, he was selected by Poets & Quants as one of the best 40 business school professors under age 40.
Professor Unzueta is currently serving on the editorial board of Aztlán: A Journal of Chicano Studies and is a member of the Riordan Programs’ advisory board.

Module 3: Global Negotiations, Part 1

Module Learning Objectives:

As a result of participating in this module, you will be able to:

• Prepare for a negotiation, including determining aspiration/target point, reservation point, BATNA, and first offer.
• Estimate the aspiration/target point, reservation point, BATNA, and first offer of a negotiating counterpart and compare them with your own.
• Write a rationale for making the first offer in a negotiation, supporting your position with psychological reasons.

Module Components:

• Video Lecture 1: Prepare, Prepare, Prepare
• Video Lecture 2: Real-World Examples
• Video Lecture 3: The Psychology of First Offers
• Reading 1: Ten Tips for Negotiating in 2015
• Reading 2: The Art of Negotiating
• Reading 3: Basic Negotiating Tips Anyone Can Use
• Reading 4: 5 Things You Should Never Say While Negotiating
• Reading 5: Negotiation Tips for Beginners – A Real Life Example of How I Saved $150 with Just a Few Questions
• Assignment: Case Study on Volunteering for D-GUY, continued
• Check for Understanding Assessment

Module 4: Global Negotiations, Part 2

Module Learning Objectives:

As a result of participating in this module, you will be able to:

• Analyze a specific interest to generate a list of possible positions that could satisfy the negotiator’s needs.
• Examine a stalled negotiation between members of different cultures to develop recommendations for restarting the discussion and moving it in a positive direction.

Module Components:

• Video Lecture 1: Positions and Interests
• Video Lecture 2: Cross-Cultural Negotiations
• Reading 1: Mapping Cultures-Strategies for Effective Intercultural Negotiations
• Reading 2: Cross-Cultural Communication and Negotiation
• Assignment: Case Study on Volunteering for D-GUY, continued
• Check for Understanding Assessment
Syllabus: Going to Market: Global Considerations

Specialization Certificate: Global Leadership

Faculty: Professors Sanjay Sood, Filipe Caro, and Mark Garmaise

Course 3: Going to Market: Global Considerations

Course Description

This course addresses branding and financial concerns on a global stage. Beginning with an investigation of how product branding is managed in today's internet age, the course provides several authentic examples to illustrate key concepts. It then turns to the topics of competing for the global customer and managing the twin challenges of managing liquidity and risk.

Course Learning Objectives:

By the end of this course, you will be able to:

- Analyze a developing brand to provide input into its brand promise, meaning, mantra, and brand extensions.
- Make decisions that align with a company's strategy in the areas of management, design, sourcing/manufacturing, distribution, merchandising, and store operations.
- Calculate a company’s liquidity needs and risk management strategy to ensure that it can avoid liquidity constraint.

Overview Video: Sebastian Edwards, UCLA Anderson School of Management Faculty

Professor Sanjay Sood

Sanjay Sood's research and teaching expertise lies in the area of brand equity and consumer decision making. Using psychological principles, Sanjay examines how firms can best build, manage, and leverage strong brand names. This includes investigating what brand names mean to consumers, how to manage brand portfolios, how to use brand naming strategies to launch new products, and how to protect brand names from becoming diluted over time and across geographical boundaries. His research has been published in leading marketing and psychology journals including the Journal of Consumer Research, Journal of Marketing, and Cognitive Psychology.

Dr. Sood is an associate editor at the Journal of Marketing, and he is on the editorial review boards of the Journal of Consumer Research, Journal of Consumer Psychology and the Journal of Marketing Research.

Dr. Sood obtained his PhD in marketing from the Graduate School of Business, Stanford University. His MBA degree is from the Kellogg Graduate School of Management, Northwestern University, in marketing and
strategy. He gained industry experience in product marketing at Centel Corporation, now a division of Sprint. Before joining Centel, he completed a BS degree in electrical engineering from the University of Illinois, Urbana-Champaign.

Dr. Sood has won several awards for excellence in teaching and student mentoring, including the Neidorf Decade Teaching Award at UCLA. Actively involved with industry, Sanjay has worked with several leading marketing companies, including Intel, Starbucks, Disney, Levi-Strauss, Microsoft, and Kaiser Permanente.

Education

Ph.D. in Marketing, Graduate School of Business, 1999, Stanford University
M.B.A. in Marketing and Strategy, Kellogg Graduate School of Management, 1992, Northwestern University
B.S. in Electrical Engineering with Honors, 1987, University of Illinois

Interests

Marketing management, brand management, advertising, consumer behavior


Module Learning Objectives:

As a result of participating in this module, you will be able to:

• Analyze an existing brand to identify its brand promise; its products, as distinct from the attributes of its brand; and the responses that allow its customers to make an emotional connection with the brand.
• For a new brand, create a statement of brand meaning, a statement of brand positioning, and a brand mantra.
• Analyze a statement of brand meaning, brand positioning, and brand mantra to determine its brand ideal and associated fundamental human value.

Module Components:

• Video Lecture 1: Introduction
• Video Lecture 2: Brand Analysis
• Video Lecture 3: Brand Ideals
• Reading 1: Defining a Brand
• Reading 2: 3 Steps to Creating Your Branding Message
• Reading 3: Branding Strategies
• Assignment: Case Study on Simpler Shoes
• Check for Understanding Assessment


Module Learning Objectives:

As a result of participating in this module, you will be able to:

• Apply lessons about branding drawn from Apple to a developing brand.
• Propose choices for each element of the marketing mix -- product, place, price, and promotion -- that reflect a brand’s stated message, or mantra.
• Create and rank-order a list of five potential brand extensions, based on a core product, providing a rationale for the ranking.

Module Components:

• Video Lecture 1: Best Practice Example
• Video Lecture 2: Brand Building Through the Marketing Mix
• Video Lecture 3: Brand Extensions
• Reading 1: Brands and Brand Lines
• Reading 2: Creating a Loved Brand by Telling a Story: Tether
• Reading 3: Consumer Evaluation of Brand Extension: The Role of Market Related Variables
• Assignment: Case Study on Simpler Shoes, continued
• Check for Understanding Assessment

**Professor Filipe Caro**

Dr. Filipe Caro joined the UCLA Anderson School of Management in 2005. His main research interests are related to decisions made under uncertainty with a strong emphasis on practical applications. In his PhD dissertation at MIT, he developed analytical models with demand learning for the dynamic assortment problem faced by fast-fashion retailers. This led to an ongoing collaboration with the Spanish apparel retailer Zara that made him a Franz Edelman Laureate in 2009. On the theoretical side, his work on product and price competition with satiation effects won the first prize in the 2010 INFORMS Junior Faculty Paper competition.

Some of his current research projects include carbon allocation in supply chains; coordination of pricing and inventory decisions; forecasting; and exploration versus exploitation problems.

Prior to receiving his PhD, Professor Caro worked as an instructor in the Industrial Engineering Department of the University of Chile. He taught courses in optimization, dynamic programming and stochastic processes and also worked on research projects involving natural resources, mostly in the forestry and copper industries. He continues to collaborate on a permanent basis with his colleagues in Chile.

At UCLA Anderson, Professor Caro teaches the MBA core course on operations and technology management and doctoral level courses on stochastic models in operations management. In 2007, he was awarded the George Robbins Assistant Professor Award that distinguishes excellence in teaching at the UCLA Anderson School.

**Recognitions**

2014 ENRE Best Publication Award in Natural Resources.
2013 Eric and "E" Juline Faculty Excellence in Research Award.
2013 ecch Production & Operations Management Award and New Case Writer Award.
2012 EURO Excellence in Practice Award, Finalist
2012 MSOM Meritorious Service Award
2010 MSOM Meritorious Service Award
2010 INFORMS Junior Faculty Interest Group Paper Competition, First Prize
2010 Revenue Management and Pricing Practice Award, Finalist
2009 Franz Edelman Laureate
2008 Deloitte Consulting Award for Management Field Study Achievement
2007 Robbins Assistant Professor Teaching Award

Education
Ph.D. in operations management, 2005, Massachusetts Institute of Technology
Ind. Eng. in industrial engineering, (Profesional Title) 1999, University of Chile
B.Sc. in industrial engineering, 1998, University of Chile

Interests
Retailing, supply chain management, bandit problems, approximate dynamic programming, natural resources

Module 3: Global Operations for Competitiveness

Module Learning Objectives:

As a result of participating in this module, you will be able to:

• Describe how a particular company achieves both “fit” and “focus” as it pursues its business activities.
• Analyze a particular company to determine how its choices with regard to management, design, sourcing/manufacturing, distribution, merchandising, and store operations align with the company’s strategy.

Module Components:

• Video Lecture 1: Key Concepts of Global Strategy
• Video Lecture 2: Zara Case Study
• Reading 1: Strategic Thinking – Fit, Alignment, Intent, Stretch: Matching an Organization’s Strategic Imperatives – Strategy and Structure
• Reading 2: Growth through Focus: A Blueprint for Driving Profitable Expansion
• Reading 3: Mixing Business Strategy, "Social Responsibility"
• Assignment: Case Study on Simpler Shoes, continued
• Check for Understanding Assessment
Professor Mark Garmaise

Dr. Mark Garmaise's primary research interests are in the areas of corporate finance, real estate, entrepreneurship and banking. With his co-author Tobias Moskowitz, he received the 2004 BGI Brennan Award for the best paper published in the Review of Financial Studies and the 2005 BGI Brennan Runner-up Award for the best paper published in the Review of Financial Studies.

Dr. Garmaise teaches the core corporate finance course and an elective on venture capital and private equity. He was awarded the 2006 Eric and “E” Juline Excellence in Research Award, the 2007 Citibank Teaching Award for most outstanding MBA teacher, the 2009 Fully Employed MBA Teaching Excellence Award, the 2011 Full-time MBA Teaching Excellence Award and the 2012 Neidorf Decade Teaching Award. He has published in the Review of Financial Studies, the Journal of Finance and the Quarterly Journal of Economics. Dr. Garmaise taught at the University of Chicago, Graduate School of Business, before joining the faculty at UCLA Anderson.

Education

Ph.D. in finance, 1998, Stanford University
A.B. in mathematics and philosophy, magna cum laude, 1994, Harvard College

Interests

Corporate finance, real estate, financial contracting, banking, entrepreneurship

Module 4: New Challenges in Financial Global Management

Module Learning Objectives:

As a result of participating in this module, you will be able to:

• Calculate the Net Working Capital needs of an expanding company.
• Using a given set of facts, determine if purchasing insurance at a quoted rate would be an effective risk-management strategy.

Module Components:

• Video Lecture 1: Liquidity Management
• Video Lecture 2: Risk Management
• Reading 1: Liquidity Constraints and Entrepreneurship, Household Wealth, Parental Wealth, and the Transition In and Out of Entrepreneurship
• Reading 2: Managing Risks of Venture Entrepreneurship
• Assignment: Case Study on Simpler Shoes, continued
• Check for Understanding Assessment