Non-Credit Course Title: **Leadership in Global Markets**

Dates: September 3, 2019 through September 12, 2019

Participants: Master-level students

Age-Range of Participants: Early 20’s (1987- 1993)

Location: German Higher Education Bridge, 12 E 41St, NY, NY 10017

Professor: Renée Cooper

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Today, the fashion industry’s value chain extends throughout the world. The concept of management must adapt and align with the concept of leadership in the intercultural context.

The aim of this seminar is to highlight current leadership challenges and illustrate basic approaches to practical dealings with intercultural employees.

Learning outcomes:

* Methodological skills to assess the role of leadership in different intercultural environments
* Knowledge of employee and intercultural management
* Ability to reflect on own concept of leadership

Course content will include:

* Basic principles of perception, radical constructivism
* Management perspective: Reflection on a modern concept of leadership
* Employee perspective: The different roles and tasks of employees
* Intercultural perspective: Contrast global leadership styles (Hofstede’s Cultural Dimensions)
* Changing the context: Virtual management
* Changing management challenges: Resilience and work/life balance

Required Previous Knowledge:

* AMD courses in “Vertical Processes and Product Management”
* General and Organizational Management

Assessment Criteria: 3 Assignments and presentations

Recommended Reading / Websites / Periodicals:

* Covey, Stephen, “The 7 Habits of Highly Effective People” Simon and Schuster, 2013, ISBN: 9781476740058
* Forbes Magazine articles: [How to Sharpen Your Leadership Skills](https://www.forbes.com/sites/bryancollinseurope/2019/07/16/how-to-sharpen-your-leadership-skills-and-grow-your-business/#785aa9625b79); [The Difference between Leaders and Managers](https://www.forbes.com/sites/ashiraprossack1/2019/05/31/the-difference-between-leaders-and-managers/#5a4beb8212c7)
* Hillery, Julie L., Paulins, V. Ann, “Ethics in the Fashion Industry” Fairchild Books, 2009, ISBN: 9781 56367533I
* Kotter, John P., “Leading Change” Harvard Business Review Press, 2012, ISBN: 978-1-4221-8643-5 (alk.paper)

1. Organizational change 2. Leadership 3. Industrial Organization 4. Strategic planning

* Martin, Roger, “The Design of Business,” First eBook Edition: October 2009 ISBN: 978-1-422-17780-8
* NRF Smart Brief on Leadership: <https://www2.smartbrief.com/getLast.action?mode=sample&b=LEADERSHIP>
* The Business Of Fashion, <http://www.businessoffashion.com>
* [“Using Design Thinking As a Leader: A Practical Approach”](http://ajjuliani.com/using-design-thinking-as-a-leader-a-practical-approach/) Design Thinking and Leadership

**Course Outline Fall 2019 by Class:** Renée Cooper

**Module 1** - Syllabus review

Assignment 1: “Leadership in Global Markets”

Tuesday, 3 Sept Choose a New York retailer of your choice. It can be a company you have

10am to noon shopped here in NYC. Research the company organizational structure / leadership team/global expansion. **DUE—Friday, 6 Sept.** Instructions below.

Lecture PowerPoint and discussion

Overview of Management

Basic Organizational Design-Global Comparison

Management's’ Constraints and Challenges

**Module 2** Prep and Q&A for Assignment #1 presentations

Thursday, 5 Sept “Leadership in Global Markets”

9am to noon Lecture and discussion: Managing in a Global Environment

What is your global cultural perspective?

Assignment #2 Self-Assessment: Leadership Characteristics –

C-Suite Highlight**.** --[Geert](https://geert-hofstede.com/national-culture.html) [Hofstede](https://geert-hofstede.com/tools.html) <https://geert-hofstede.com/tools.html>

**DUE 9 Sept**.

**Module 3** Assignment #1 present and discuss: “Leadership in Global Markets”.

Friday, 6 Sept

9am to noon Lecture and discussion: "Management Perspective: Reflection on Modern

Concept of Leadership/Management"

Details of Assignment #3 Topic Selections: **DUE 12 Sept**

“Trends in Intercultural Management” **or**

“Innovative Global Leadership Strategies”

To Be Pre-Approved in class by Professor Cooper

**Module 4** Lecture and discussion: Managing Change and Innovation

Monday, 9 Sept Contemporary Issues in Managing Change

10am to noon

Assignment #2 present and discuss: Leadership Characteristics –

Self-Assessment results; your global cultural perspective

**Module 5** Guest Speaker: To Be Confirmed

Tuesday, 10 Sept Topic: "Employee Perspective in the Global Environment” OR

9am to noon Design Thinking on Leadership

**Module 6** Assignment #3 present and discuss:

Thursday, 12 Sept “Trends in Intercultural Management” **or**

9am to noon “Innovative Global Leadership Strategies”

Seminar Summary, Q & A and Reflections

**LGM Assignments Fall 2019:** Renée Cooper

**Assignment #1** “Leadership in Global Markets” Due Friday, 6 Sept

Choose an international retailer of your choice to examine. It can be a company you have shopped here in NYC.

Examine the following:

* Organizational structure
* Leadership team
* Sustainable management
* Eco-friendly strategy
* Global expansion

From a Sustainable Management perspective address the following:

* Can you determine from the company website and/or various research sources if the company plans to impact people and the planet and still be profitable in the future?
* Does the visual presentation in any way exemplify the mission and vision of the company?
* Based on your research of the structure and management is the strategy of the business clear?
* Are there concerns of the shareholders regarding the current economic strategy by leadership?
* Can you draw any comparisons to businesses to your home country?

Format:

* 2 page maximum Microsoft Word document.
* Essay, bullet or numbered acceptable.
* No cover page required
* Heading must include your name, date, and title of the assignment.
* Bibliography of resources required as 3rd page.
* Proper citations required. We use [APA citations](http://www.citationmachine.net/apa/cite-a-book).

**Assignment #2**: Leadership Characteristics Due Monday, 9 Sept

Consider *Leadership* characteristics from the diverse list of leaders below. Select one leader below.

1. Identify the leader’s traits and/or characteristics.

2.  Which contemporary view would you say defines the leader you have selected?

3. Are they transformational, transactional or charismatic?

4.  What leadership models/theories do you see in the leader of your choice? Describe why.

Defend your decisions. Can you add specific examples from research that illustrates the leader's characteristics?

1. Jeff Bezos, CEO, Amazon
2. Sundar Pichai, Google
3. Tim Cook, Apple
4. PABLO ISLA, Inditex
5. FRANÇOIS-HENRI PINAULT, Kering
6. Elon Musk, Tesla
7. Dan Bane, Trader Joe’s
8. Dieter Zetsche, Daimler
9. Ki Nam Kim, Samsung
10. C. Douglas McMillon, CEO, Walmart
11. Mark Parker, Nike
12. Alexander Straub, Entrepreneur
13. TADASHI YANAI, FAST RETAILING
14. Helge Seetzen, Entreprenuer
15. Jack Dorsey, Twitter/Square
16. Arianna Huffington, Publishing
17. Jack Ma, Alibaba

#### [Lars Rebien Sørensen](http://europe.thinkers50.com/events/european-business-forum/lars-rebien-sorensen/), former CEO of Novo Nordisk

#### [Peter Terium](http://europe.thinkers50.com/events/european-business-forum/peter-terium/), CEO of German Utility RWE

1. Suggested leader of your choice? Talk to me

Format: Same as Assignment #1.

**Assignment #3** for Presentation Due Thursday, 12 Sept

Details to be distributed when topics are selected in class Friday, 6 September.

“Trends in Intercultural Management” or

“Innovative Global Leadership Strategies”

TO BE PRE-APPROVED in class by Professor Cooper