



**TITLE** Global Leadership and Organization Culture

Sponsor(s) Michael Ba Banutu-Gomez e-mail: banutu-gomez@rowan  
e-mail:  
e-mail:

**DEPARTMENT** Math-MS  
**College**

If LAS-check:  History/Humanities  Social/Behavioral Sciences  
 Math/Science

UNDERGRADUATE  GRADUATE

New non gen-ed  Major

Short-Term non gen-ed

Minor curricular changes (fewer than three) to:

Existing non gen-ed course

Non gen-ed degree requirements

Major

Minor, specialization, concentration, track, certificate program

**Signatures Required: representing approval before submission to Office of the Provost & Senate**

Department Chair:

Fleming@rowan

te: 11/10/05

Department CURRICULUM Chair:

Bar@rowan

te: 11/07/05

Academic DEAN:

e: klog105

COLLEGE CURRICULUM COMMITTEE

banutu-gomez

3/28/06

Signature: College Curriculum Chair

Signature: SENATE CURRICULUM CH

Comments:

Signature: Executive Vice President/Provost.

Date: 5/11/06

Approved:

Not Approved:

Signature: REGISTRAR

Date:

5/25/06

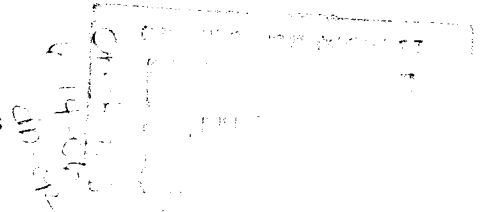
Course Description Received & Approved  
Hegis Taxonomy & Course

# MGT 06.520

Notification Forward:

SCC CHAIR  
 IR  
 CAP  
 Registrar

Academic Dean  
 Department Chair  
 VP/Student Affairs  
 Other-



This form **MUST BE COMPLETED FOR NEW COURSE or PROGRAM PROPOSALS, and EXTENSIVE CHANGES TO A COURSE or PROGRAM.**

The purpose of this form is to provide a channel of communication between the Campbell Librarians and faculty when submitting new course or program proposals, or making extensive changes to existing courses or programs. The information will be used to assess the resources available in the library, and to identify resources the library should acquire to support the new courses/programs, or extensive changes to same. The information will also provide the rationale for institutional support for library acquisitions. This form should be completed in a coordinated effort between the course sponsor(s) and the academic department liaison librarian.

**Note:** Sponsor(s) complete parts A & B

If assistance is required to complete, please notify the librarian liaison.

Forward this form to the librarian who will complete parts C, D & E

**When form is completed, attach to the original curriculum proposal before submitting to the Senate office.**

A. College Business

Department Management/MIS

Proposed by: Michael Ba Banutu-Gomez

Date: October 2005

COURSE TITLE: Global Leadership & Organization Culture

Anticipated Date for Course/Program Offering: Fall 2006

**B. List specific resources that should be acquired to support this course.**

**C. Describe the resources available in the library to support this course/program, including reference, monographic, electronic databases, audio-visual materials, etc. A summary statement is sufficient.**

ABI; Academic Search Premier; Business Source Elite; Emerald; Jstor; Science Direct. In addition to these databases, we have a constantly updated collection of book resources on topics proposed in this outline.

**D. List key periodicals available in the library to support this course/program.**

The above databases provide full text access to over a thousand scholarly journals focusing on the top topic of management, culture, globalization issues, etc.

**E. Librarian comments & recommendations:**

I am confident that our existing resources will more than adequately support the research and readings required for this proposed course.

LIBRARIAN LIAISON: Connie Rosenberger

Signature: Connie Rosenberger

ejd/05

**New Course Proposal**  
**Global Leadership and Organization Culture**

**Details:**

- a. Course Title: Global Leadership and Organization Culture
- b. Hegis Number: 0506.5XX
- c. Sponsor: Michael Ba Banutu-Gomez, Ph.D.,  
Management/MIS
- d. Credit Hours: 3 s.h.
- e. Course Level: Graduate (500 level)
- f. Prerequisites: Graduate standing, Completion of MBA Organization Behavior  
(0506.500) Course  
MGT 06.500
- g. Suggested time and scale of implementation:
- Initial offering Fall 2006  
Planned to be offered once a year

**Curricular Effect:**

Impact:

This course was developed as part of providing more elective in MBA Program. The development of the new Global Leadership and Organization Culture Course within the College of Business is to enable us to meet the needs of the students enrolled in the MBA.

The overall impact of these courses will have no effect on other departments and colleges within the University. The impact will only be within the MBA Program. No additional faculty will be required.

The existing library holding and online database will meet the library requirements for the proposed Global Leadership and Organization Culture course.

**Rationale:**

The major reason why the new Global Leadership and Organization Culture Course is to provide MBA Program with more electives so that the students will have more choices. Thus, this course will improve our students' professional preparation to enter the workplace as well as provide the students global leadership skills.

To summarize the foundations for the need for the program revisions

1. Industry requirements for generalist managers have changed
2. Organization Leadership and supervision has changed and demands different skills of leadership.
3. This Course was taught as a special topic by Michael Banutu-Gomez summer 05 and students like it and recommended for it to be a regular course for MBA students.
4. The world of business calls for a high caliber of style, appreciation for diversity, and an understanding of cultures.
5. The organization of the 21<sup>st</sup> century is learning to see the world from a different point of view.
6. Management faculty has noticed communications weaknesses in the students in the areas of Cross cultural communication and negotiation.

This course in Global Leadership and Organization Culture is being developed to respond to one or more of these reasons – specifically #1, #2. and #3

Organizations in the 21<sup>st</sup> century require that their managers and workers have a new set of skills including: teamwork; creativity, innovation, leadership and supervisory. The world of business calls for a high caliber of style, appreciation for diversity, and an understanding of cultures.

Leaders, Managers, and Supervisors operate within environments characterized by multinational corporations, international partnerships, workforce diversity, different organization culture, and all the other hallmarks and hurdles of globalization. Increasingly, successful leaders, managers and supervisors will be those who are knowledgeable about the values of collaboration; who know how to build partnerships and joint ventures, have the ability to design and lead effective teams; the ability to work in teams and the skills to lead and supervise the workers of the 21<sup>st</sup> century. This workforce will have many dimensions of diversity including nationality, age, religion, ethnicity, culture, race, gender, and values. To succeed as business leaders, managers and supervisors, graduate students need to learn about the new format of global leadership in organization.

### **Essence of the Course:**

#### a. Objectives of this course in relation to student outcomes:

The primary focus of this 3-credit course is to provide an opportunity for students to develop both in-depth understanding of the theory of business leadership and the practical skills one need to succeed in the workplaces of the 21<sup>st</sup> century.

During the semester, the professor and the students will explore and debate a number of questions concerning leadership. They will include, but are not limited to, the following issues:

How am I leading others? Do I have what it takes to be an effective leader? Do I willingly recognize people I am leading? How difficult is it to sustain organizational leadership and to

change organization culture? Does leadership differ from management? Are leaders born or made? Can people be trained to be leaders? Are women leaders different from men? What are the key leadership roles in a high performing team? What do I perceive to be my leadership style/practices? How do others perceive my leadership style/practices? How do I help others to develop leadership skills? How can I be a skillful and effective global leader? Why should someone be lead by me?

A basic assumption of this course is that theory and experience are mutually enhancing. Theories provide students with useful approaches for understanding and explaining issues. In this vein, students will be encouraged to relate their present and past organizational experiences to the activities in this course. The goal is to use theory to enhance Graduate students understanding of the events and situations business leaders face. Students will utilize this classroom opportunity to test the concepts and theories we will be covering and to develop their own model of leadership. Students will be encouraged to reflect on their experience and to use it as input for their work in this course (class discussions, papers, Field research project, and group exercises).

### SPECIFIC OBJECTIVES

The primary objective of this course is to learn a method for assessing students knowledge, abilities, values, and interests relevant to leadership and executive management so that the students will be able to develop and implement a plan for enhancing their leadership and executive capability throughout their career and life. The enabling objectives are:

To construct a view of each student current and desired capability (i.e., knowledge, abilities, values, and interests);

To explore techniques to assist others in doing the same;

To explore the challenge of global leadership;

To explore the processes involved in organization culture change;

To distinguish between people who are in leadership positions, those who have the capabilities to be leaders and people who are effective leaders;

Through understanding the dynamics of leadership and followership, to further prepare the students to be a leader or to be a consultant; and

To fortify the students with knowledge to reduce their unconscious vulnerability to leaders (i.e., let you thoughtfully pick your leaders).

### b. Topic Outline/Content:

Students will learn about the nature of leadership both intellectually (readings, case discussions, lectures) and through their own experiences (simulations, exercises, individual journals).

Students will reflect on their own behaviors in leadership, team exercises, and in group and class discussions, develop key lessons about the nature of effective functioning in leadership in environments. Moreover, students will have an opportunity to enhance communication skills, develop the ability to give and receive feedback responsively, and explore alternatives for managing individual and group conflict effectively in a multi-cultural context. Students will learn a method for assessing their knowledge, abilities, values, and interests relevant to leadership so that they will be able to develop and implement a plan for enhancing their global leadership capability throughout their career and life. By the end of the course, students will be

able to effectively diagnose complex dynamics in leadership environments and take action as leaders to improve individual and organization performance.

The following topics will be taught in the proposed course.

Global Leaders and Culture

Global Leaders and Communications

Global Leadership in Negotiation and Alliances

The Concept of Organization Culture: Why Bother?

Leadership in Cultural Change

Leadership in Cultural Synergy

Managing Transitions and Relocations

Managing Diversity in Global Work Culture

Women in Global Business

Effective Performance in the Global Marketplace

Regional Culture Specifics

Doing Business with Africans

Basic Leadership Concepts and Issues

#1 Leadership and Its Importance

# 2 Leadership Behaviors and Processes

PART TWO: Core Leadership Behaviors

# 3 Contingency Model of Leadership

# 4 Supportive Leadership Behaviors

# 5 Directive Leadership Behavior

# 6 Participative Leadership Behavior

# 7 Leadership Reward and Punishment Behavior

# 8 Charismatic Leadership Behavior

PART THREE: Emerging Leadership Behaviors

# 9 Boundary Spanning and Team Leadership

# 10 Building Social Exchange and Fairness

PART FOUR: Current Leadership Issues and Integration

# 11 Followership

#12 Leadership Ethics and Diversity

#13 Leadership Development and Organizational Change

#14 Integration and Conclusions

c. Evaluation of students and grading procedure:

Students will be evaluated on a combination of examinations, individual research project, written and oral presentations as well as a team research paper and team presentation. These projects and research papers must address the issue of Global Leadership and Organization Culture.

d. Course evaluation

Evaluation of this course will be consistent with practices in the MBA Program and William G. Rohrer College of Business evaluation processes. Student evaluations (SIRs) will be conducted each time the course is offered.

**Results of Consultations:**

Please see the attached letter from the Director of the MBA Program and also a letter from Connie Rosenberger from the library. The Department Curriculum Committee voted in unanimously to propose the new course in Management for MBA.

**Catalog Description:**

0506.5XX

3. s.h.

Global Leadership and Organization Culture:

*Prerequisites:* Graduate standing, Completion of MBA Organization Behavior and Theory (0506.500) Course or Permission from Instructor

The course is designed for graduate business students. Course content will cover the theories of business leadership and the focus of this course will be on leadership from a variety of perspectives - - organizational leadership in the external environment, as well as leadership at the top, middle and lower levels inside organizations. Students will focus on the theory and implementation of various business leadership and tasks and responsibilities including working with other leaders in a multinational world, supervising workers with diverse backgrounds. These business skills will include establishing workplace goals, organizing work units for productivity, conducting interviews, giving feedback to subordinate employees, designing and implementing employee motivation programs, changing organization culture, the capacity to lead globally, leading work teams and managing workforce diversity. By the end of the course, students will be able to effectively diagnose the complex dynamics of leadership in business environments and take action as leaders and to improve individual and organization performance.

To: Michael Banutu-Gomez  
From: MBA Office  
Date: October 5, 2005

RE: Letter of Consultation for the new MBA course: Global Leadership and Organization Culture

Dear Michael,

The MBA Office is very pleased that you are proposing this new Management elective course. This course supports our current MBA students and our future MBA students who choose to specialize in the proposed Management specialization. The subject material of this course proposal is particularly relevant to today's business environment. The MBA Office is thrilled to support this proposal.

*Daniel J. McFarland, Ph.D.*  
*MBA Program Director &*  
*Associate Professor of MIS*  
*Rowan University*  
*201 Mullica Hill Road*  
*Glassboro, NJ 08028*  
*<http://www.rowan.edu/mba>*  
*<http://users.rowan.edu/mcfarland/>*  
*ph 856.256.5426 ---- fx 856.256.4439*

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