

MOR 476B: The Art Leadership – Leading on Global Stage

Professor: Courtney Brunious (brunious@marshall.usc.edu)

Office Hours by appointment

Meetings Days: February 4, February 25, March 4, April 1, 15, and 29 (JFF 328)

Meeting time: Friday 2:00 to 4:30

### **COURSE DESCRIPTION**

Part of the Bennis Scholars Program, this seminar will examine the core tenets of global leadership, including how modern challenges impact decision making. You will be given the opportunity to assess how current leaders have navigated these issues as well as learn from prominent guest speakers with unique experiences working with stakeholders across the world. Class discussion, readings, and videos will be used to learn about the specific issues that these leaders face in a globally connected world. Class meetings will focus on very specific traits, strategies and challenges for leaders at all levels.

### **LEARNING OBJECTIVES**

Upon successful completion of this course, students will be able to:

1. Describe the scope of global leadership and its impacts on all facets of society
2. Clearly identify the issues facing leaders in today's environment
3. Identify relevant stakeholders all global leaders should consider during decision making
4. Assess the qualities present in effective global leaders

### **ASSIGNMENTS AND GRADING**

This is a 1-unit course and it is pass/fail. You will work in groups of 2-3 to (1) identify a global leadership figure and (2) identify an issue they've faced or are facing. After the initial class, you and your group mates will lead discussions about the leader and the topic while paying special attention to the theme for that session. You will submit recommendations for addressing ongoing issues or critiques of how the leader handled the past issue. Beyond this requirement, you are expected to attend and participate fully. Given these parameters, it should be difficult to fail the course, but it is possible. Missing class, not being an active participant, and/or not completing the ONLY written assignment will cause you to fail.

Please note the final schedule will be dependent on the availability of our guest speakers. Thus, the order of the middle four class meetings may change.

## **February 4: Week 1 – Getting to Know You and What is Global Leadership**

*Living in a diverse world—or leading a diverse work force—is more than a mental construct, a memorized list of cultural differences, or a willingness to be tolerant. It’s about examining how well we function at the margins and interfaces of life, where divergent ways of being and believing meet and collide.”*

*--Edgewalking: The emerging new-century leadership paradigm. Workforce Diversity Reader, by Cynthia Kemper*

### Critical questions to explore:

*What makes someone a global leader?*

Leadership Styles and Strategies  
Leadership in an era of globalization  
The importance of knowing your stakeholders

## **February 25: Week 2 – Modern Day Issues**

### Critical questions to explore:

*What are today’s key issues for global leadership?*

Climate change  
Political unrest  
Economic inequality  
Impact of technology

Leadership Figure/Issue Discussion #1  
Leadership Figure/Issue Discussion #2

## **March 4: Week 3 – Stakeholders**

**Guest Speaker – TBD**

### Critical questions to explore:

Internal and External Stakeholders  
Understanding different cultures  
Evaluating short and long-term impacts  
Communicating across barriers

Leadership Figure/Issue Discussion #3

Leadership Figure/Issue Discussion #4

### **April 1: Week 4 – Being an Effective Global Leader**

Critical questions to explore:

How do you inspire and motivate?  
Developing and leading a team  
Addressing challenges  
Key characteristics

Leadership Figure/Issue Discussion #5

Leadership Figure/Issue Discussion #6

### **April 15: Week 5 – Guest Speaker**

**Guest Speaker – KJ Ho, Director, Global Event Experience at lululemon athletica.**

Ka Jun (KJ) is a marketing strategist, brand storyteller, and forever curious creative based in New York, NY.

He has spent the past 10+ years developing and delivering culturally relevant campaigns for industry changing brands such as Nike, Beats By Dre, and Uber Eats. He's at his best when navigating the grey spaces where cultures intersect.

Hailing from the Midwest, which he affectionally dubs "The No Coast", KJ is also a MBA graduate from the USC Marshall School of Business. He currently serves as Director, Global Event Experience at lululemon athletica.

Leadership Figure/Issue Discussion #7 (Choose one of the prior critical questions subjects)

### **April 29: Week 6 – Wrapping Up**

Key Takeaways

Leadership Figure/Issue Discussion #8 (Choose one of the prior critical questions subjects)

Leadership Figure/Issue Discussion #9 (Choose one of the prior critical questions subjects)

## Course Policies

**Course Communication: Blackboard.** A Blackboard website has been created for this course at [blackboard.usc.edu](http://blackboard.usc.edu). You should develop the habit of checking Blackboard on a regular basis. The course syllabus, PowerPoints, lecture notes, assignment information, and additional course materials will be posted on this site throughout the semester. Since e-mails sent to the class originate from the Blackboard system, it is your responsibility to ensure that my emails are forwarded to your preferred email account such as your personal Gmail account.

**Communication and Entertainment Devices.** Personal communication and entertainment devices such as mobile phones are to be turned off and kept off throughout the class session. Receiving or sending communication during class disrupts the learning environment and is rude to class participants. It is important that you stay engaged with the class discussion, even if you are participating remotely and through video conferencing. Videotaping faculty lectures is not permitted, due to copyright infringement regulations. Audiotaping may be permitted if approved by the professor. Use of any recorded or distributed material is reserved exclusively for the USC students registered in the class.

**Academic Integrity and Conduct.** USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. Plagiarism or presenting someone else's ideas as your own, either verbatim or recast in your own words, is a serious academic offense with serious consequences.

Students are expected to make themselves aware of and abide by the University's standards of behavior as articulated in the Student Conduct Code in *SCampus*, Part B, at [policy.usc.edu/scampus-part-b](http://policy.usc.edu/scampus-part-b), including the discussion of plagiarism in Section 11 under "Behavior Violating University Standards". University policies on scientific misconduct can be found at [policy.usc.edu/scientific-misconduct](http://policy.usc.edu/scientific-misconduct).

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at [sjacs.usc.edu](http://sjacs.usc.edu). Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

**Class Notes Policy.** Notes or recordings made by students based on a university class or lecture may only be made for purposes of individual or group study, or for other non-commercial purposes that reasonably arise from the student's membership in the class or attendance at the university. This restriction also applies to any information distributed, disseminated or in any way displayed for use in relationship to the class, whether obtained in class, via email or otherwise on the Internet, or via any other medium. Actions in violation of this policy constitute a violation of the Student Conduct Code and may subject an individual or entity to university discipline and/or legal proceedings.

No student may record any lecture, class discussion or meeting with me without my prior express written permission. I reserve all rights, including copyright, to my course syllabi, lectures, PowerPoints, prior exams, answer keys, and all supplementary course materials available to the students enrolled in my class whether posted on Blackboard or otherwise. They may not be reproduced, distributed, copied, or disseminated in any media or in any form, including but not limited to all course note-sharing websites.

## **Support Systems**

*Counseling and Mental Health - (213) 740-9355 – 24/7 on call*  
[studenthealth.usc.edu/counseling](http://studenthealth.usc.edu/counseling)

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

*National Suicide Prevention Lifeline - 1-800-273-8255* [suicidepreventionlifeline.org](http://suicidepreventionlifeline.org)

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

*Relationship and Sexual Violence Prevention and Services (RSVP) - (213) 740-9355(WELL), press “0” after hours – 24/7 on call* [studenthealth.usc.edu/sexual-assault](http://studenthealth.usc.edu/sexual-assault)

Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

*Office of Equity and Diversity (OED)- (213) 740-5086 | Title IX – (213) 821-8298* [equity.usc.edu](http://equity.usc.edu), or [titleix.usc.edu](http://titleix.usc.edu)

Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following *protected characteristics*: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations. The university also prohibits sexual assault, non-consensual sexual contact, sexual misconduct, intimate partner violence, stalking, malicious dissuasion, retaliation, and violation of interim measures.

*Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298*  
[usc-advocate.symplicity.com/care\\_report](http://usc-advocate.symplicity.com/care_report)

Avenue to report incidents of bias, hate crimes, and microaggressions to the Office of Equity and Diversity | Title IX for appropriate investigation, supportive measures, and response.

*USC Support and Advocacy - (213) 821-4710* [uscса.usc.edu](http://uscса.usc.edu)

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

*Diversity at USC - (213) 740-2101* [diversity.usc.edu](http://diversity.usc.edu)

Information on events, programs and training, the Provost’s Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

*USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call* [dps.usc.edu](http://dps.usc.edu), or [emergency.usc.edu](http://emergency.usc.edu)

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

*USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-1200 – 24/7 on call* [dps.usc.edu](http://dps.usc.edu)

Non-emergency assistance or information.

*Office of Disability Services and Programs - (213) 740-0776 [dsp.usc.edu](http://dsp.usc.edu), [ability@usc.edu](mailto:ability@usc.edu).*

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs ([dsp.usc.edu](http://dsp.usc.edu)). DPPS provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday.