

# Syllabus

## General Information

<b>Course title</b>	Strategic Leadership in the Global Context
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Dates: Tuesday September 15 to Thursday December 3, 2020.

Class meeting times: Tuesdays and Thursdays, 8:00 a.m. – 9:30 a.m. (Mexico Central Time)

## Welcome

Welcome to the Strategic Leadership in the Global Context course offered by EGADE Business School from the Tecnológico de Monterrey.

In this course you will develop a broader perspective of global leadership. We have incorporated a selected timely and relevant and that a strategic leader must be prepared to deal in order to successfully lead the organization of the future. (Lead the post Covid-Digital enabler leadership)

## Introduction

This course emphasizes the relevance of the development of essential skills to develop a strategic leadership that allows organizations to deliver in a global scope.

At the end of the course, students will be able to identify the global challenges and local needs for value creation of multiple groups of related interest.

At the same time, students will be able to learn about the elements of an organizational culture that will unleash the potential, commitment, and involvement of people who are part of the organization.

## Objectives

At the end of this course, students are expected to achieve the following learning objectives:

- ✓ Understand and anticipate the impacts of Global Megatrends
- ✓ Learn how to become a global, strategic, responsible and agile Leader in Post Covid Digital Economy
- ✓ Develop a strategic vision of global connectedness of the company's stakeholder's
- ✓ Learn how to become the digital enabler global leader
- ✓ Build a strategic analytical framework to develop and lead the Organization of the Future

## Topics

<b>Topic 1.</b>	<b>Global Trends and Business Environment -</b>
<b>Subtopics</b>	
1.1. What is a Global Megatrends pre and post covid	
1.2. Global Mega Trends: Economic, Political, Social and Environmental	
1.3. Technological waves and Road Map	
<b>Topic 2.</b>	<b>Global Leadership</b>
<b>Subtopics</b>	
2.1. Evolution of Leadership	
2.2. Reflection on the new global leadership	
<b>Topic 3.</b>	<b>Global Virtual Teams Management</b>
<b>Subtopics</b>	
3.1. What is a virtual team	
3.2. How to deal with global teams: Multicultural, multifunctional, multigenerational and multidigital	
3.3. Managing Global Virtual Teams	
<b>Topic 4.</b>	<b>Responsible Leadership</b>
<b>Subtopics</b>	
4.1. What is a responsible leadership	
4.2. Mechanisms to become authentically responsible organization	
4.3. Purpose driven organization	
<b>Topic 5.</b>	<b>Agile Leadership</b>
<b>Subtopics</b>	
5.1. The evolution of modern organizations	
5.2. Agile methodologies	
5.3. Managing agile organizations	
<b>Topic 6.</b>	<b>Challenges for the Global Leader of Tomorrow</b>
<b>Subtopics</b>	

6.1. Challenges for Global Leaders in a VUCA World	
6.2. How to lead effectively in a VUCA environment	
6.3. How leaders can create a new and better work force	
<b>Topic 7.</b>	<b>New Competencies for The Global Leader of the future</b>
<b>Subtopics</b>	
7.1. Competencies for fostering innovation inside the organization	
7.2. Competencies for virtual teams and improving collaboration	
7.3. Competencies for leading the organization to new and changing environment	
<b>Topic 8.</b>	<b>Leading the transformation to an agile digital global organization.</b>
<b>Subtopics</b>	
8.1. Leading agile transformation of the organization	
8.2. Principles for an Agile Digital Global Transformation	
8.3. A roadmap to transforming into an Agile Digital Global Organization	
<b>Topic 9.</b>	<b>The new science of Leadership</b>
<b>Subtopics</b>	
9.1. Alternative visions of leadership	
9.2. Integrative Thinking	
9.3. An integrative leadership	
<b>Topic 10.</b>	<b>Strategy for the new Global Leadership</b>
<b>Subtopics</b>	
10.1. Platforms, networks and technological waves and digital readiness	
10.2. Connected Organization: Suppliers, customers, employee and society at large	
10.3. The digital enabler global strategic leader	
<b>Topic 11.</b>	<b>The Future of Organization</b>
<b>Subtopics</b>	
11.1. The evolution of organization governance and structure	
11.2. The future of work	
11.3. The leader of the future	
<b>Topic 12.</b>	<b>Wrap-up and Final Presentations</b>

Subtopics
Summary of the course and lessons learned
Final presentations and final report

## Methodology

Didactic Technique:	Class discussion, Experiential learning, Collaborative learning

Educational Model
<p>SNOC is a program that takes a more tailored approach to the delivery of education over the internet. Besides, classes are limited to about 20-30 students.</p> <p>The SNOC model is distinguished by the following:</p> <ul style="list-style-type: none"> <li>• The student is the center of the educational model.</li> <li>• Provides a means for a group of business schools to offer classes remotely to each other's MBA students within a closed online network.</li> <li>• It offers a more tailored approach to the delivery of education</li> <li>• The expert or instructors have more interaction with students through remote classes, video conferences and discussions.</li> <li>• The model promotes dialogue and the development of collaborative projects.</li> <li>• The use of online collaboration tools.</li> </ul> <p>Some benefits of the SNOC model are:</p> <ul style="list-style-type: none"> <li>• It gets round the problem of high dropout rates.</li> <li>• The SNOC model has the advantage of letting consortium members share their specialist expertise.</li> </ul>
Content organization
<p>This course is organized for you to be the main character of your learning and build your knowledge from the development of your ability to learn on your own.</p> <p><b>Modules and Topics</b></p> <p>The course contains <b>12 modules</b> so that your learning will be gradual. The topics are distributed over the weeks of the academic term.</p> <p><b>Activities</b></p>

In each topic are grouped weekly activities you will have to do. In each activity you will find detailed instructions on how to perform it, delivery specifications and evaluation criteria.

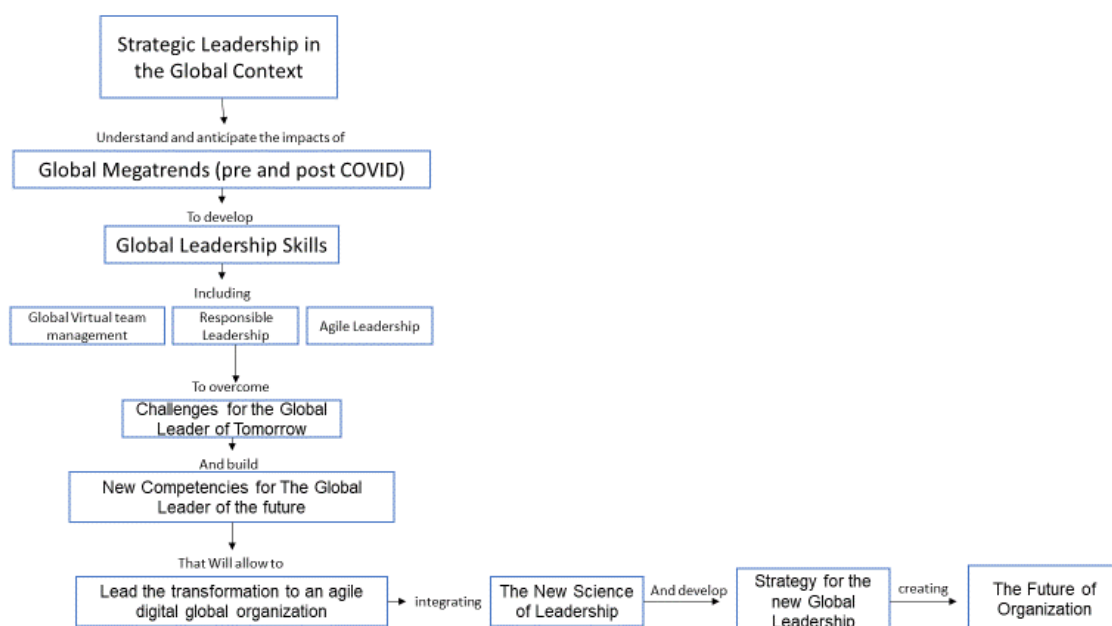
Within each topic page you will find all the **resources and materials** needed to understand the theoretical concepts you should apply, so you can develop your activities.

### **Media**

The interaction with the professor is done through:

- E-mail
- Zoom

## Conceptual Map



## Policies

<b>Academic regulations</b>	<p>The academic guidelines under which this course is governed are those established in the Tec de Monterrey academic regulations.</p> <p>Additionally it is important that you know the General Regulations for Students of the Tecnológico de Monterrey, which indicates what is expected of you, both academically and in your behavior inside and outside the classroom.</p> <p>It is your responsibility as a student to know these governing documents</p>
<b>Student participation</b>	<p>It is your responsibility as a student:</p> <ul style="list-style-type: none"> <li>• Constantly access your course in CANVAS to keep you informed of the activities to be done, the indications of your professor and the participation of your classmates in the forums.</li> <li>• Plan your time and activities in such a way that you can meet the delivery dates of reports and / or work in a timely manner.</li> <li>• Ensure that the files of your activities were placed correctly in the spaces defined for delivery and that your files are free of viruses.</li> </ul>

	<ul style="list-style-type: none"> <li>• Deliver each activity in time, form and content according to the guidelines described in each of the activities.</li> <li>• Make sure you get the contact information of your teammates and establish communication with them in a timely manner to be organized in compliance with collaborative activities.</li> </ul>
<b>Team work</b>	<p>The number of members in the teams is established by the head teacher according to the content of the course and the learning strategy established for it.</p> <p>In the participation of students in collaborative activities, it is the responsibility of each member:</p> <ul style="list-style-type: none"> <li>• Maintain an attitude of collaboration and willingness to teach and learn from others.</li> <li>• Ensure that your contribution is active, critical, analytical and reflective. What is exposed within each contribution goes beyond a superficial comment. You should seek to emphasize the key concepts of the course and base your arguments with relevant readings or sources of information making a correct reference to them.</li> <li>• Avoid delegating the responsibility of teamwork to a partner, this implies that you are also delegating your qualification, therefore no arguments about your qualification will be accepted when you did not participate in the realization of the activity. Accepting that a partner does your job implies that you will also be accepting the risks and the consequences in the qualification of the activity.</li> <li>• Avoid giving work and team effort to others. Add on the cover of teamwork to colleagues who did not participate in the development of the same, means a lack of respect for the work of colleagues who participated and a lack of honesty with the teaching team.</li> </ul> <p>It is essential to have the necessary technological requirements to study through an electronic platform since this is the means of learning, communication and transfer of activities in the course.</p> <p>Requirements" that have the minimum hardware and software requirements.</p> <ul style="list-style-type: none"> <li>• Take proper care of the equipment, free of viruses.</li> <li>• Know how to use the applications, for example the navigation in Blackboard where the course is created. All the information that is needed is on the platform, so you should analyze all your spaces to locate what you need.</li> </ul>
<b>Technological resources</b>	<p>It is essential to have the necessary technological requirements to study through an electronic platform since this is the means of learning, communication and transfer of activities in the course.</p>

	<p>It is your responsibility as a student:</p> <ul style="list-style-type: none"> <li>• Ensure you have access to a secure and reliable Internet connection.</li> <li>• The lack of access to the Internet in this educational model is not justified.</li> <li>• Report in a timely manner to your teacher any logistical and / or technological problems that limit your participation and follow-up of the course.</li> <li>• Have the appropriate computer equipment and the software applications required. Validate in the section "Technological Requirements" that have the minimum hardware and software requirements.</li> <li>• Take proper care of the equipment, free of viruses.</li> <li>• Know how to use the applications, for example the navigation in Blackboard where the course is created. All the information that is needed is on the platform, so you should analyze all your spaces to locate what you need.</li> </ul> <p>Any source of information other than the readings and / or textbooks defined for the course is considered an external source of consultation.</p>
<b>Bibliographic Materials</b>	<p>It is your responsibility as a student:</p> <ul style="list-style-type: none"> <li>• Make sure you have the textbooks and reading materials required for the course in a timely manner.</li> <li>• Avoid basing the foundation of your work or contributions only on the material consulted from external sources. The essential requirement is to base with the readings of the course and make use of external sources to enrich your contributions and / or activities.</li> <li>• Preferably use the Digital Library of Tecnológico de Monterrey or make use of non-digitized bibliography that is in the library of your campus.</li> <li>• Make use of citations and bibliographical references in accordance with the guidelines of the APA style</li> </ul>
<b>Values and attitudes</b>	<p>In this course all students are expected to monitor and strengthen the following values and attitudes both inside and outside the classroom:</p> <ul style="list-style-type: none"> <li>• Tolerance for the opinions of others.</li> <li>• Responsibility</li> </ul>



	<ul style="list-style-type: none"> <li>• Respect for human dignity.</li> <li>• Honesty, and respect for copyright and third-party work.</li> </ul> <p>Likewise, it is important in the course:</p> <ul style="list-style-type: none"> <li>• Maintain an interest in constant research on the topics and concepts of the course.</li> </ul>
<b>Academic Dishonesty</b>	<p>Without limitation, academic dishonesty will be understood as any action or omission made directly or indirectly by any person in order to obtain or facilitate that another person obtain an academic result different from that which would be obtained, if the action had not been taken or omission considered dishonest.</p> <p>The effects or consequences that the student has when obtaining a grade of academic dishonesty will be determined by the academic regulations of the Campus to which the student belongs.</p> <p>In the case of collaborative activities, each and every member of the team is responsible for the delivery and review of the final contribution of the team. The names included in a report of a given activity reaffirm that the student together with his team contributed and developed the document collaboratively. In case of incurring in a DA all team members included in the report, will be responsible for such action without exception</p>
<b>Live sessions</b>	<ul style="list-style-type: none"> <li>• Classroom attendance is very important and we will abide by the Academic Regulations of the ITESM, that is, the student must attend at least 88% of the classes to have the right to present a final exam.</li> <li>• Trying to encourage responsibility, late arrivals to class will not be allowed.</li> <li>• In the group work sessions it is allowed to exchange comments, information and suggestions among the students.</li> <li>• It is forbidden to smoke and consume food in the classroom.</li> </ul> <p>Before attending the face-to-face session it is essential that you have carried out any preparation activity for it, this includes: doing the readings, exams or activities that in the calendar are indicated as prior to the session.</p>
<b>Course activities</b>	<ul style="list-style-type: none"> <li>• The deadline for delivery of classroom activities is the class schedule indicated by the School department.</li> <li>• The deadline for delivery of online activities is 23:59 hrs (Campus local time) of the day designated as the deadline</li> <li>• No deliveries are allowed outside of time. Out-of-Date Tasks have 0 ratings.</li> <li>• Deliver the activities by the means indicated in each description, in case of technological failure they should be sent to the teacher via e-mail.</li> </ul>

<b>Grading</b>	<ul style="list-style-type: none"> <li>• The minimum passing grade for the course is 70 points.</li> <li>• Before requesting a grade review, students should review in detail their feedback, the rubric or criteria for evaluating the activity, the detailed description of the activity, and those elements of the methodology and policies of the course that pertain to said activity.</li> <li>• The student has 5 business days after the publication of their feedback and qualifications to clarify their assessment.</li> </ul>
<b>Coevaluation</b>	<ul style="list-style-type: none"> <li>• You must be honest and responsible when qualifying the members of your team.</li> <li>• Co-evaluation is totally anonymous, the tutor, teacher or any member of the teaching team can not reveal the specific information on how each member of the team evaluated another member of the team or another team.</li> <li>• Co-evaluations are an integral part of the qualification of certain collaborative activities indicated by the teaching team. Failure to perform the coevaluation may be penalized directly according to the criteria indicated in the corresponding activity. Likewise, under this scheme, if the teammates evaluate you with a low grade, it will also have a direct impact on your overall score of the corresponding activity and no changes will be accepted in these grades.</li> </ul>

## Evaluation

The final evaluation consists of:

Final Evaluation	
Activity	Value
Homeworks and assignments	20%
Class Participation	20%
Peer to Peer Evaluation	20%
Final Report and Presentation	40%
<b>Total</b>	<b>100%</b>

### Grading Scale

A = 90-100%

B = 80-89%

C = 70-79%

D = 60-69%

F = Less than 60%

## Bibliography

Bibliography	
	<p>Book. The New Global Road Map: Enduring Strategies for Turbulent Times -Pankaj Ghemawat   Published: Jan 20, 2020 (Optional but recommended)</p> <p>Chapter. Leadership in a Globalizing World. Rosabeth Moss Kanter   Published: Jan 20, 2020</p> <p>Article. Tips for Nurturing Global Leadership Talent: Diversity Management. Sebastian Reiche   Published: Jan 20, 2020</p> <p>Book. The Good Struggle: Responsible Leadership in an Unforgiving World. Joseph L. Badaracco Jr.   Published: Jan 20, 2020</p> <p>Article Put Purpose at the Core of Your Strategy. Thomas W. Malnight, Ivy Buche, Charles Dhanaraj   Published: Jan 20, 2020</p>
	<p>Web Article How to Make Agile Work for the C-Suite. Andy Noble, Eric Garton   Published: Jan 20, 2020</p> <p>Article. Strategy Under Uncertainty. Hugh Courtney, Jane Kirkland, Patrick Viguerie Pub Date: Oct 31, 1997</p> <p>Article Preparing Your Business for a Post-Pandemic World Carsten Lund Pedersen, Thomas Ritter   Published: Apr 17, 2020</p> <p>Route to the Top 2019. CEO &amp; Board Practice The right CEO. Heidrick &amp; Struggles'</p> <p>2030 Purpose: Good business and a better future. Connecting sustainable development with enduring commercial success (Deloitte) - <a href="https://drive.google.com/open?id=1q1wZZncMpvoFPjakBGQclAxUfLUqbYFs">https://drive.google.com/open?id=1q1wZZncMpvoFPjakBGQclAxUfLUqbYFs</a></p> <p>The Decade to Deliver: A call to business action (UN Global Compact &amp; Accenture) - <a href="https://drive.google.com/open?id=1etaEhxpT3keRcroQnj3ZhlJoJbhW0KqB">https://drive.google.com/open?id=1etaEhxpT3keRcroQnj3ZhlJoJbhW0KqB</a></p> <p>TEDTalk Juvencio Maeztu, ex CEO IKEA <a href="https://www.youtube.com/watch?v=Zl9f_wHJg5g">https://www.youtube.com/watch?v=Zl9f_wHJg5g</a></p>

## Contact

### Professor



**Degree: PhD**

**Name:** JUAN ANTONIO ENCISO GONZALEZ

**Email:** [juan.antonio.enciso@tec.mx](mailto:juan.antonio.enciso@tec.mx)

**Programs in which he participates:**

**MBA-Global Business and Strategy  
OneMBA**

#### Education

Doctorate in Public Policy. ITESM  
Master in International Management Thunderbird  
School of Management  
Bachelor in Economics ITESM

#### Honors and Awards

#### Teaching experience

30 years experience

#### Course taught

Global Business Management  
Strategic Leadership

#### Recent publications and achievements

Opinion leader in global business relationships



**Degree: Ph.D. Business and Entrepreneurial Management**

**Name:** Jose Manuel Maraboto

**Email:** jmaraboto@tec.mx

**Programs in which he participates:**

**MBA, GBS, MBM, Ph.D.**

#### **Education**

- 2011 - 2015, University of Cantabria. Santander, Spain.
- Ph. D. in Business and Entrepreneurial Management. Summa Cum Laude
- 1990–1992, Tecnologico de Monterrey, Mexico. Master in Management.
- 1984–1987 Tecnologico de Monterrey, Mexico. B.A., Business Administration. Graduated with Honors.

#### **Course taught**

- Entrepreneurship and Innovation (MBA)
- Business Innovation and Value Creation (MBM)