Course overview
LEADERSHIP & DIVERSITY
CISU-MBA – Cologne International Summer University
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Leadership & Diversity
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1. Course overview

The contact between individuals and organizations from different countries, cultures, and social groups has never been greater than in our time. In recent decades organizations have continuously globalized their operations, resulting in increasing frequency with which employees interact with colleagues and customers from different cultural backgrounds and ethnicities. At the same time, as a result of legal, social and economic shifts, workforce participation rates of women, minorities, and disabled people have dramatically grown, thus turning diversity into a strategic issue in organizations. Further, as executives operate around broader regions, global teams are formed to address the need to become globally competitive, and customers and suppliers operate across borders, the demands on global executives are ever growing.

In this course participants will develop a deep theoretical understanding of the issues that confront managers who lead diverse organizational units. In addition, students will explore their own strengths and weaknesses in managing diverse others. Through business cases and experiential exercises the course strives to explore knowledge in leading diverse people in global organizations. Emphasis will be placed on developing skills to manage diverse units.

2. Course objectives

Upon completion of this course students will be able to:

- Understand and explain the core challenges related to managing individual and teams in diverse units
- Analyze leaders' management of diverse teams and identify strengths and weaknesses
- Understand and apply methods and techniques to improve diversity policies in organizations
- Understand their own strengths and weaknesses in working with and leading diverse others

3. Topics

Each session is a module addressing a particular leadership challenge facing executives in the global arena, including for example:

- Leading diverse teams: why do they often fail and how to realize their potential?
- Forming shared identity: how can you create cohesive teams and why is it useful to have an enemy?
- Diversity policies: why most diversity policies are a terrible waste of money and how can organizations marry their needs for diversity, merit, and equality?

The teaching approach will vary, with a mix of lecture input, group discussion, case analysis, and experiential exercises.