MILANO THE NEW SCHOOL
FOR MANAGEMENT AND URBAN POLICY

Globality (MMGT 6541)

Spring 2011

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Overview

Globality is a term increasingly being used to describe the era beyond globalization — a new reality emerging from multiple years of intensifying global expansion and competition, freer markets, information and communication technology advances, and cost and talent arbitrage. With a focus on global strategy and organization leadership, this course examines this transformation of global realities in their many dimensions.

We will analyze a series of critical issues that will frame the era of globality: economic and societal development, public policy and governance, citizenry, and activism. The main objective of the course is to build an informed perspective of the realities, opportunities, and implications of this new era.

The course is designed for students interested in or pursuing leadership careers in business, the non-profit sector, public policy, government, NGOs, or advocacy. It is recommended for students interested in the International and Sustainability Management areas of study.

Course Objectives

At the conclusion of the course, students will be able to demonstrate:

- An informed perspective of the realities, opportunities, and implications of the era of Globality.
- An understanding of how the private, public and non-governmental sectors are adjusting to this new world.
- A keen awareness of the societal, organizational and leadership challenges ahead.
- New skills and knowledge to make a difference in their world.

Course Expectations

- Full engagement and critical inquiry.
- Independent research and study.
- Sound analysis and perspective development.
- The sharing of knowledge and capability building in others.
- Comprehensive knowledge acquisition and intellectual development.
- The application of global mindset.
- Basic prerequisites (attendance, punctuality and participation).
- Assigned readings in advance and the on-time completion of assignments.

The class will include the use of lecture, discussion groups, workshops and case reviews; assignments include individual writing, reading, independent research and group projects.

Meeting Topics, Days and Times

Week	Topic	Date	Time	Location
1	What is Globality?	Saturday, February 5	10:00 am – 2:30 pm	TBD
2	Locality in the Era of Globality?	Saturday, February 19	10:00 am – 2:30 pm	TBD
3	The Challenges of the 21st Century	Saturday, March 5	10:00 am – 2:30 pm	TBD
4	Leadership in the Era of Globality	Saturday, March 26	10:00 am – 2:30 pm	TBD
5	Economic Development and Aid	Saturday, April 9	10:00 am – 2:30 pm	TBD
6	Ethics, Human Rights and Labor Practices	Saturday, April 30	10:00 am – 2:30 pm	TBD
7	Globality and the World	Saturday, May 7	10:00 am – 4:00 pm	TBD

Important Dates

March 6: Global Issues assignment due.

March 27: Leader profile due.

May 8: Globality and the World group project due.

Resource Sharing

You are encouraged to post course-relevant texts, resources and links in Blackboard that you know of, or learn about, that would be helpful to others in the class.

Course Outline

Class 1: What is Globality?

Saturday, February 5

10:00 am – 2:30 pm

Classroom: TBD

Overview

Sirkin, Hemerling and Bhattacharya's book has popularized the term Globality and they herald it as a new era where business is transnational, "foreignness is foreign" and new competitors are threatening the hegemony of traditional multinational enterprises.

While all of this is accurate, the world beyond globalization has too many important interdependent considerations to solely look through the commercial, private sector lens. We will look at the interrelated macro-dimensions of this new age and what it will mean to economies, governments, societies, communities and citizens of the world, as well as to business, non-government, philanthropic and issue-based organizations, and their leaders.

In this opening session, in addition to a course overview, we will examine this new era – its characteristics and dynamics – and discuss how our world will change and the opportunities and challenges that this affords.

Required Readings and Viewings

Making Globalization Work by Joseph E. Stiglitz (Publisher: W. W. Norton & Company, 2006); Chapter 1: Another World is Possible; Pages 3 – 24.

Globality: Competing with Everyone From Everywhere For Everything by Harold L. Sirkin, James W. Hemerling and Arindam K. Bhattacharya (Publisher: Business Plus, 2008); Chapter 1: What is Globality? Pages 1 – 20.

Tapping the World's Innovation Hot Spots by John Kao; The Harvard Business Review, March 2009, pages 109 – 114.

Worldshift 20 Declaration – issued by the Worldshift 20 Council, November 21, 2010; an initiative of The Club of Budapest. URL, .pdf

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Class 2: Locality in the Era of Globality

Saturday, February 19

10:00 am – 2:30 pm

Classroom: TBD

Overview

As our world shifts and we wrestle with the opportunities and challenges ahead, locality will be an essential counterbalance to Globality, and a prerequisite for our ability to successfully navigate into the future.

In this session, we will look at the interrelationship between and the interdependence of the global and the local and the importance of locality for the positive development of communities and economies going forward.

Required Readings and Viewings

The Blue Sweater: Bridging the Gap Between Rich and Poor in an Interconnected World by Jacqueline Novogratz (Publisher: Rodale Books, 2009), Chapter 4: Basket Economics and Political Realities; Pages 48 – 63.

A Portrait of Muhammad Yunus by nobelprize.org.
A look at the work of Muhammad Yunus, 2006 Nobel Peace Prize Laureate, and his efforts with Grameen Bank to provide micro-credits for the less fortunate of Bangladesh; Video (10 minutes).

Nobel Peace Prize Acceptance Speech by Muhammad Yunus, 10 December 2006 at the Oslo City Hall, Norway; Nobelprize.org Video (35 minutes), Transcript. Note Professor Yunus begins his Nobel Lecture with a few words in Bangla.

A Portrait of Wangari Maathai by nobelprize.org.
A video presentation of the 2004 Nobel Peace Laureate and her life and work; Nobelprize.org Video (10 minutes).

Nobel Peace Prize Acceptance Speech by Wangari Maathai, December 10, 2004 at the Oslo City Hall, Norway; nobelprize.org video (9 minutes), transcript.

Class 3: The Challenges of the 21st Century

Saturday, March 5

10:00 am – 2:30 pm

Classroom: TBD

Overview

In this workshop session we will explore the challenges of the era of Globality and their implications.

Required Readings and Viewings

The Story of Stuff: How Our Obsession with Stuff Is Trashing the Planet, Our Communities, and Our Health-and a Vision for Change by Annie Leonard (Publisher: Free Press, 2010). Chapter 5: Disposal; Pages 182-236.

Global Food Crisis (A): A Silent Tsunami of New Demands by S. Gonela and A. Jena; IBSCDC Case # 209-026-1, 2009, 15 pages.

Half the Sky: Turning Oppression into Opportunity for Women Worldwide by Nicholas D. Kristof, Sheryl WuDunn (Publisher: KNOPF, 2009). Introduction: The Girl Effect; Pages *xi – xxii* and Chapter 1: Emancipating Twenty-First Century Slaves; Fighting Slavery from Seattle; Pages 3 – 21.

The 2010 State of the Future Executive Summary by Jerome C. Glenn, Theodore J. Gordon, and Elizabeth Florescu; The Millennium Project; Pages 1 – 9. URL.

Class 4: Leadership in the Era of Globality

Saturday, March 26

10:00 am – 2:30 pm

Classroom: TBD

Overview

What does the era of Globality mean for organizational leadership and for leaders personally? What are the responsibilities and obligations? Which are the skill sets, mindsets, practices and behaviors that will engender most success? What are the pitfalls? How do we develop leadership capability for this new era?

In this session we will explore leadership in the era of globality – challenges, opportunities and implications.

Required Readings

Managing with a Global Mindset by Jean-Pierre Jeannet (Publisher: Pearson Education, 2000). Chapter 3: From Domestic to Global Thinking – Five Generic Mindsets; Pages 33 – 42.

Developing Global Executives – The Lessons of International Experience by Morgan W. McCall, Jr. and George P. Hollenback (Publisher: Harvard Business School Press, 2002). Chapter 2: What is a Global Executive? Pages 19 – 40 and Chapter 4: The Lessons of International Experience; Pages 77 – 105.

The 2009 BCG 100 New Global Challengers: How Companies from Rapidly Developing Economies Are Contending for Global Leadership by Marcos Aguiar et al (Boston Consulting Group, January 28, 2009); download report, 38 pages.

Globality: Competing with Everyone From Everywhere For Everything by Harold L. Sirkin, James W. Hemerling and Arindam K. Bhattacharya (Publisher: Business Plus, 2008); Chapter 4: Growing People; Pages 85 – 109.

Resource Lists

Foreign Policy Magazine: The Top 100 Global Thinkers, 2010

Time Magazine: The Time 100, 2010

Forbes Magazine: The Celebrity 100, 2010

Forbes Magazine: The World's Most Powerful People, 2009

Fortune Magazine: Global 500, 2010

Class 5: Economic Development and Aid

Saturday, April 9

10:00 am – 2:30 pm

Classroom: TBD

Overview

Aid has long been a primary mechanism to try to catalyze the development of poorer nations. More recently the viability and effectiveness of this approach is increasingly being challenged and grassroots economic development is proposed as a more sustainable model.

In this session we will examine the debate in its multiple dimensions and explore how economic development can best be achieved in this new phase of world order.

Required Readings and Viewings

Making Globalization Work by Joseph E. Stiglitz (Publisher: W. W. Norton & Company, 2006); Chapter 2: The Promise of Development; Pages 25 – 59.

Common Wealth; Economics for a Crowded Planet by Jeffrey D. Sachs (Publisher, the Penguin Press, 2008). Chapter 9: The Strategy of Economic Development; Pages 205 – 226 and Chapter 10: Ending Poverty Traps; Pages 227 to 255.

Dead Aid – Why Aid is Not Working and How There is a Better Way for Africa by Dambisa Moyo (Publisher Farrar, Straus and Giroux, 2009). Chapter 3: Aid is Not Working; Pages 29 – 47, and Chapter 4: The Silent Killer of Growth; Pages 48 – 68.

NGOs in a Global future: Marrying local delivery to worldwide leverage by Michael Edwards, David Hulme and Tina Wallace. Paper presented at the conference**, "**NGOs in a Global Future**",** Birmingham, UK 1999. Download Transcript; Pages 1 – 23.

Background Resources

The Index of Global Philanthropy, The Hudson Institute, 2010.

Directory of Development Organizations.

Worldwide NGO Directory.

Class 6: Ethics, Human Rights and Labor Practices

Saturday, April 30

10:00 am – 2:30 pm

Classroom: TBD

Overview

For many years developed-world businesses ignored, condoned and/or took advantage of commercial and societal abuse. While much progress has been made, exploitation and bad practice still exists around the world.

In this session we will examine the ethical responsibilities of governments, organizations and executives, the work that is being done to set new standards, and the gaps that still exist.

Required Readings and Viewings

The Universal Declaration of Human Rights.

The Lay-Person's Guide to the Foreign Corrupt Practices Act.

Blood Coltan by Java Films, 2008. Video (51 Minutes)

Columbia – The Coca Cola Controversy by PBS Front Line. Five videos (Total Time 25 Minutes)

Charter 08 - a petition calling for greater human rights and democratic freedoms in China by 303 Chinese activists, including Nobel Peace Prize winner Liu Xiaobo; December 2008. The translation was first published in China Rights Forum, the organization's quarterly journal. URL.

Class 7: Globality and the World

Saturday, May 7

10:00 am – 4:00 pm

Classroom: TBD

Overview

As part of the final class project, groups will have examined the era of Globality in key geographic locations or regions. As part of this each will develop and deliver a workshop to the class that educates classmates on their findings.

Course Requirements and Grading

Class Attendance and Class Participation (35% of Grade)

Meeting course expectations as defined above.

Participation and attendance in this class are essential. Students who must miss a class for unavoidable reasons should notify the instructor in writing, and in advance. Completion of required readings is critical to the participatory nature of this class.

A substantial portion of most sessions will operate in dialogue format, with students actively discussing the topics and readings.

Students will be evaluated primarily on the quality of their contributions to class discussions of issues, concepts and cases. Contributions may include comments, questions, insights, information and sharing of experiences and knowledge, and quality of participation in class dialogue.

The grading of class participation is necessarily subjective. Some of the criteria for evaluating effective class participation include:

1. Is the student prepared? Do comments add to the group's understanding of the topic and draw out issues? Do comments show evidence of analysis and perspective beyond simple repetition of the information available? ("I agree with X" contributions may be supportive, but do not add to the cumulative knowledge of the class).
2. Does the student participate actively and regularly? Is he/she willing to challenge or disagree? Does he/she contribute substantively to the dialogue?
3. Is the student a good contributor? Are the points made relevant to the discussion? Are they linked to the comments of others? Is the student willing to interact with other class members?
4. Is the student an effective communicator? Are the concepts presented in a concise and convincing manner?

In order to facilitate discussion, readings must be completed before class; otherwise the value of the class session is diminished for you and your classmates.

Assignments

There are three assignments for the course; a Global Issues paper, a leader profile and a Globality and the World group project.

The following is designed to provide you with specific guidelines and instructions. Please plan that your Global Issues paper is about twelve (12) pages in length, the leader profile is a minimum of six (6) pages and the Globality and the World written report is +/- twenty-five (25)

pages (excluding Appendices). Assignments should be uploaded to the appropriate topic forum on Blackboard by midnight on the due date.

Assignment 1: Global Issues (25% of Grade; due March 6th, 2011)

Select a global issue from the list below. Note that each student must select a different issue topic and you should not select a topic in a domain that you work in or have a pre-existing in-depth knowledge of; you'll secure your topic choice by emailing the instructor with your topic's name and receiving confirmation back that no one else has previously selected this topic.

You should research the issue as broadly as you can and then your assignment should describe the issue and its context, analyze and discuss its scope, impact and implications, profile problems, positions and solutions, concluding with your considered perspective of the issue and your rationale for this view.

Global Issues

Alternative Energy	Global Warming	Pollution
Changing Nature of the Nation State	Governance and the Rule of Law	Population and Demographics
Conservation	Healthcare	Poverty
Corruption	Human Health and Disease	Racism and Ethnocentrism
Deforestation	Human Rights	Risk/Security
Desertification	Human Trafficking	Science and Technology
Drug Production and Trafficking	Ideology and Faith	Sustainable Development
Education	Indigenous Issues and Language	Terrorism
Famine	Inequality	Transportation and Infrastructure
Food	Information and Communication Technologies	The role of the United Nations and NATO
Fossil Fuels	Literacy	War and Violence
Gender	Migration	Water
Global Media	Natural Disasters	
Global Political Economy	Organized Crime	

Assignment 2: Leader Profile (10% of Grade; due March 27th, 2011)

Select a global leader to profile. The leader can come from any sector or geography, be already well known or growing in influence and impact, be making a difference on a transnational level or in his/her locality. The profile should include the following components: Brief bio; personal philosophies and ambition; impact (track record) and influence; why this leader is notable and will likely help shape the era of Globality.

You should research the individual in the public domain including news and other media commentary and prepare your own assessment and analysis; simply replicating public domain information is not acceptable. Note that each student must select a different leader. You'll secure your leader choice by emailing the instructor with your leader's name and receiving confirmation back that no one else has previously selected this person.

Assignment 3: Globality and the World Group Project (30% of Grade; due May 8th, 2011)

You will be assigned to a group and asked to focus on a particular region of the world.

Your group will research and assess the impact of the era of globality on the region. You will take a multi-faceted, multi-disciplinary approach including economic, business, market and development factors, government, politics, power, influence and equality, society and community, human rights, risk and the rule of law, resources and environment, infrastructure and education, demographics, ideologies, trade and interface with other regions. You will examine how the region is currently responding to the forces of Globality and will consider how globality will likely affect the region over the next decade, highlighting key issues and their implications.

The group will design and lead a mini-workshop for the balance of the class that serves to best educate them on the region and your learnings. Please note that this is not a presentation, and the workshop design should include learning methods that effectively engage the participants in the content and cause group interaction and sustaining learning. Pre-workshop assignments/reading for participants may well be a component of the overall workshop design, as might handouts and other resource and learning aids.

The group will also prepare a written paper that details their research and assessment of the subject region. This written assignment should not be a component of any pre-workshop reading nor a workshop handout, although extracted content might be.

Papers should be prepared using standard word processing software (i.e. Microsoft Word) and uploaded to the Blackboard Portal by midnight on the due date.

They should have the following general format:

Executive Summary: An executive-briefing type of synopsis that lays out the content and conclusions of the paper.

(Note: An Executive Summary is not an introduction; it's a high level snapshot of the key messages/findings/conclusions of the paper. Just as the phraseology suggests - if a busy executive could only read a few paragraphs of your work, this section specifies very clearly what you would want him or her to know/take away).

Content: This is the heart of your assignment. Through careful use of data, sound reasoning, the drawing out of issues and intelligent introduction of examples, you should analyze the topic area(s) of the assignment thoroughly, detail your perspectives and provide support for your conclusions.

Conclusion: Draw together your findings, analysis and perspectives into a succinct, and meaningful conclusion.

End Notes: Detail all sources and references, using an APA style format.

Exhibits (Appendices): If needed, add useful and relevant supplementary information to round out or support your assignment.

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An effective structure and professional style and formatting are important to papers at this level. This include the use of headers, footers, page numbering, effective titling and tables of contents, figures and data tables, and appendices.

Instructor Biography

Edward Ferris specializes in organizational strategy and global talent management; he is skilled at building high performance global organizations.

Prior to forming Charlesmore Partners International, he served as Senior Vice President, Corporate and Organization Development at Del Global Technologies Corp., a world leader in radiographic/portable imaging systems and high voltage power conversion technology based in Valhalla, NY.

Previously Mr. Ferris owned and managed a management consulting firm specializing in business and organizational strategy and held executive human resource positions at ABB, General Signal Corporation and British Telecom with responsibilities spanning some 44 countries on six continents. Mr. Ferris has led high-return organizational change initiatives, guided businesses through merger, acquisition and culture shift and established innovative and enduring human resources practices that shaped competitive advantage and enabled business

improvement. Accomplishments include helping implement high value business strategies globally, successfully devising new approaches to business practice, creating high performing global organizations, re-designing major organizational systems and transforming leadership practices. He has worked extensively in developing and emerging economies.

Mr. Ferris graduated from Manchester University in England, and holds two postgraduate diplomas in human resource management. He is also a Graduate of the Chartered Institute of Personnel and Development in London, England.

A frequent speaker and writer on global business and organizational strategy, his work has been featured in a number of textbooks, journals and magazines. He is a co-author of a recent Conference Board report on CEO Succession Planning and Corporate Governance, a member of The Conference Board's Expert Committee on Shareholder Activism and a past member of Work in America Institute's Advisory Board.

Mr. Ferris also teaches graduate level courses in Globality, Organizational Strategy and Global Human Resources at The New School University's Milano School for Management and Urban Policy in New York City. He lives in Bucks County, Pennsylvania with his wife and two daughters.