



# Truly Global Focus. Truly Global Delivery.

## Executive Certificate in Global Management

Enhance your proficiency and knowledge of the theory and application of global business and management concepts. Develop your global management skill set by focusing on cross-cultural communication, leadership, and corporate social responsibility to increase your global effectiveness and foster team success. The three-course online certificate program consists of:

### CROSS-CULTURAL COMMUNICATION

- Examine the definition of culture and the expectation of understanding how culture impacts business relationships.
- Explore the impact of cultural differences on managerial communications and meeting etiquette.
- Understand a company's global branding and market-entry strategies to avoid potential cross-cultural missteps.

### ENHANCING YOUR LEADERSHIP STRENGTHS

- Evaluate and understand your strengths to become a better global leader by focusing on enhancing and improving your strengths.
- Understand and lead toward your team's strengths and weaknesses.
- Discover the critical concepts and application of emotional and social intelligence.

### PRINCIPLES OF CSR & SUSTAINABILITY

- Define global corporate citizenship and sustainability from a business perspective.
- Focus on the business significance of sustainability, and the importance of corporate sound responsibility.
- Develop an understanding for solution strategies through online simulation exercises.

### CERTIFICATE DETAILS

Get a world-class global education.  
Anytime, anywhere.

### TUITION COST (USD)

\$1,980 per course  
\$4,752 per 3-course track (a 20% savings)  
Corporate pricing available for groups  
of three or more.

### COURSE CREDIT

3 Continuing Education Units per course  
9 Continuing Education Units per  
executive certificate

### VIEW THE DEMO

Experience the certificate programs at:  
[online.thunderbird.edu/demo](https://online.thunderbird.edu/demo)

### CERTIFICATE FACULTY



The Cross-Cultural Communication course was developed by Thunderbird Professor Denis Leclerc, Ph.D. Dr. Leclerc's research is focused on intercultural communication competence and global negotiation.



The Enhancing Your Leadership Strengths course was developed by Thunderbird Professor Christine Pearson, Ph.D. Dr. Pearson has over 20 years of experience and is highly sought after for her expertise in the academic and business sectors.



The Principles of CSR and Sustainability course was developed by former Thunderbird Professor Gregory Unruh, Ph.D. Dr. Unruh is a leading expert in the role of technological innovation in addressing the challenges of global sustainability.



# Comprehensive curriculum. Quality instruction.

## WHY THUNDERBIRD ONLINE

World-class continuing education from Thunderbird, the world's #1 ranked school in international business. Professional development on your schedule with 100% online content. Access to the highest quality academic experience with no related travel expense.

## CERTIFICATE FACULTY

Thunderbird's faculty are recognized for their innovative teaching methods, global best business practices, ground-breaking research and commentary, and viewpoints on all aspects of international business.

## ENHANCE YOUR GLOBAL SKILL SET

Thunderbird Online's facilitated professional development programs are designed for busy professionals around the globe including:

- 🌐 **WORKING PROFESSIONALS:**  
Improve your marketability in today's competitive global marketplace
- 🌐 **EXPERIENCED EXECUTIVES:**  
Further expand your knowledge in a specific global business focus area
- 🌐 **POTENTIAL DEGREE CANDIDATES:**  
Get a sample of the top-ranked Thunderbird degree curriculum



## CERTIFICATE FORMAT

Each 8-week online course consists of:

- 2 - 3 hours of content per week
- Video lectures & podcasts
- Case studies & vignettes
- Interactive, multimedia activities
- Quizzes & checkpoint questions
- Facilitated discussion forums
- Global networking opportunities
- End-of-course assessment

## PARTICIPANT TESTIMONIAL

*"I chose a Thunderbird Online certificate because of the quality and structure of the courses. The material and information have immediate applicability to my job. The online learning programs allow me the flexibility to do the work according to my schedule within the week. I have been very impressed by the quality instruction and the structure of the online classes."*

## Certificate Format



### Coursework and learning objectives:

Each weekly course segment clearly indicates the week's specific learning objectives, interactive activities, video lectures, and case studies.



### Lecture capture software:

Thunderbird faculty lectures and presentations reinforce your weekly learning material.



### Interactive multimedia activities:

Interactive activities are designed to provide you with a hands-on approach to strengthen your understanding of the course material.



### Case studies:

Intensive case analyses enable you to apply the concepts learned to real-life examples.



### Facilitated discussion boards:

Forums are facilitated by subject matter experts and are designed to promote discussion with your fellow global business professionals.



**Quizzes and assessments:** Online quizzes and checkpoint questions help to determine your understanding of the course material.

## ABOUT THUNDERBIRD

Thunderbird is the world's #1 ranked school of international business with nearly 70 years of experience developing leaders with the global mindset, business skills, and social responsibility necessary to create real, sustainable value for organizations, communities, and the world. Learn more: [www.thunderbird.edu](http://www.thunderbird.edu)



A unit of the Arizona State University Knowledge Enterprise



# Syllabus

## Course 1: Cross Cultural Communication

### Week 1: Cross-Cultural Communication in the 21st Century

- Explore the complex set of challenges in defining culture.
- Understand what cultural competence means.
- Identify the cultural competencies necessary for successful global business practices.

### Week 2: Self-Awareness and Knowing Your Cultural Orientation

- Gain insight into your own work style and cultural preferences.
- Develop action plans for building effective skills and cultural agility.
- Establish action plans to enhance your cognitive, affective, and cross-cultural teamwork mindfulness.

### Week 3: Global Teams and Communication Analysis

- Gain insight into the complexity of team communication.
- Develop action plans for building effective leadership communication skills.
- Understand the balance between similarity and differences when it comes to communication.

### Week 4: Open Attitude (Stereotypes and Generalizations)

- Distinguish the differences between stereotypes and generalizations when assigning particular cultural orientations to a society, group, organization, team, or individual.
- Examine the ways in which stereotypes impact perceptions and reactions in a classroom and in an organization.

### Week 5: Diversity and Inclusion

- Examine how global diversity and inclusion bring advantages to a company and understand their impact on an integrated and global workforce.
- Learn how to leverage individual contributions to foster creative problem solving.

### Week 6: Global Leadership and Style Switching

- Learn how to navigate and adapt to cultural diversity of teams and business relationships.
- Assess and prepare for the positive effect of culture.
- Understand the importance of “rules” in people’s behaviors.

### Week 7: Feedback in Cross-Cultural Settings

- Learn how to engage and influence other team members by preparing for the positive effect of culture.
- Recognize a leader’s responsibility to design a team and facilitate its processes.
- Understand that core values are deeply held and govern how we behave.

### Week 8: Global Team Challenges

- Learn how to anticipate cross-cultural misunderstandings and understand the meaning of authentic leadership.
- Experience how to work in a matrix organization and how to map different stakeholders.
- Explore the emergence of “the matrix” driven by the increase of teams - virtual, project, cross-functional, and global.
- Analyze communication conflicts from multiple viewpoints (“yours” vs. “theirs”).

## Syllabus

### Course 2: Enhancing Your Leadership Strengths

#### Week 1: Leading with Focus and Balance

- Understand the importance of focus and balance as it relates to leading effectively.
- Deepen your self-awareness, including what matters most to you.
- Establish a baseline to enhance your personal focus based on your use of time.
- Determine and apply useful approaches to untangle yourself from being so busy.
- Create a personal narrative by beginning your Personal Leadership Development Journal.

#### Week 2: Mastering Relationship Skills, Part 1

- Understand the importance of mastering listening as it relates to leading effectively.
- Differentiate listening blocks, including the types that you are most likely to use.
- Apply concrete steps to eliminate listening blocks that detract from your leadership effectiveness.
- Understand how our body language affects others and ourselves.
- Recognize incongruence among verbal and vocal communication and body movement.

#### Week 3: Mastering Relationship Skills, Part 2

- Define the six elements of "paralanguage."
- Identify the use and abuse of paralanguage in naturally occurring conversation.
- Define "metamessages" and provide hypothetical examples.
- Describe how to cope with metamessages as the sender and receiver.
- Uncover at least four common hidden agendas.
- Track and analyze personal use of hidden agendas.
- Identify and create self-instructions that can help in overcoming the use of hidden agendas.

#### Week 4: Leading with Emotional and Social Intelligence

- Define emotional and social intelligence (ESI).
- Understand how mood contagion affects organizations and how emotions affect your ability to lead.
- Define what "amygdala hijacking" is and how it relates to performance.
- Determine how stress links to sub-par performance.
- Analyze the cross-cultural implications of ESI.
- Enhance your understanding of how ESI can distinguish leadership effectiveness.

#### Week 5: Leading from your Strengths

- Differentiate the costs and values of criticism versus praise.
- Understand the value of developing personal strengths.
- Apply concrete steps to gather personal strengths feedback from selected others.
- Evaluate a synergy between a personal strengths description and current workplace needs.
- Understand the costs of trying to repair personal weaknesses.
- Create additional avenues for shaping workplace behaviors to better align your personal strengths and workplace needs.

#### Week 6: Leading Others from Their Strengths

- Define the "Pygmalion Effect."
- Describe how a leader's expectations are key to the follower's performance and development.
- Explain how even subtle cues, such as body language or tone of voice, from bosses can send messages about their expectations of subordinates.
- Understand how a boss's high or low expectations affect performance and development.

#### Week 7: Leading from your Emotional and Social Intelligence

- Differentiate how patterns can vary in Emotional and Social Competencies Inventory, Version 2 (ESCI2) according to gender, hierarchy, and self-scores versus other individual's scores.
- Understand each of the four primary ESCI2 results: self-awareness, self-management, social awareness, relationship management.
- Analyze how each of the four primary ESCI2 results leads to leadership effectiveness.
- Describe how ESI is essential to understanding and controlling mood, as well as how a leader's mood affects organizational performance.
- Apply ESCI2 results to create a development profile addressing at least one ESI competence that you would like to improve.

#### Week 8: Leading as a Way of Life

- Characterize Friedman's four domains of total leadership.
- Illustrate how a "trade-off" mentality can be replaced by an "all-dimensions" perspective.
- Describe how to design a personal experiment that can improve all domains of your life.
- Apply the total leadership concept to evaluate gaps in your satisfaction and productivity across all four domains.
- Engage the total leadership concept to your own life by selecting, refining, and acting on three carefully selected changes that will enhance your leadership strengths, satisfaction, and productivity.

The Enhancing Your Leadership Strengths course also includes the Hay Group Emotional and Social Competency Inventory 2.

\*Emotional and social intelligence makes the difference between a highly effective leader and an average one. The real benefit comes from this unique 360° view into the behaviors that differentiate outstanding from average performers. It will help you create a competitive advantage for your organization by increasing your performance, innovation and teamwork, ensuring your time and resources are used effectively, and build motivation and trust.

\*Inventory developed by Daniel Goleman, Richard Boyatzis and Hay Group.



# Syllabus

## Course 3: Principles of CSR & Sustainability

### Week 1: Overview of Corporate Citizenship

- Understand the complexity of corporate citizenship issues.
- Identify the range of all corporate players involved.
- Recognize the risks of mismanaging corporate citizenship.

### Week 2: The Tragedy of the Commons

- Understand the nature of the Tragedy of the Commons.
- Recognize commons-like problems.
- Distinguish valuable solution strategies.

### Week 3: Drivers of Corporate Responsibility

- Describe the Drivers Framework.
- Systematically identify CSR responsibility and where your company's CSR responsibilities lie.
- Begin to assess your organization in the context of the Drivers Framework.

### Week 4: Non-governmental Organizations

- Understand the role of NGOs in corporate citizenship.
- Identify different types of NGOs.
- Describe NGOs corporate engagement strategies.
- Begin identifying influential NGOs in your industry.

### Week 5: Suppliers and Input Markets

- Identify the different input markets.
- Understand how input markets drive corporate citizenship.
- Begin to identify corporate citizenship market pressures in your industry.

### Week 6: Changing Perspectives

- Reframe drivers as opportunities.
- Learn how to apply the pressures and signals that drive sustainability through a comprehensive case study.
- Leverage drivers as sources of useful information.
- Identify and understand how to collaboratively approach corporate citizenship.

### Week 7: Solution Networks

- Focus on how to improve the sustainability performance of your company through solution networks.
- Identify the success factors for solution networks.
- Understand and evaluate partnering strategies in solution networks.

### Week 8: Towards Strategy

- Reframe the drivers as sources of useful information.
- Use resources in the context of your own company.
- Respond to specific corporate citizenship questions.