

Executive Perspectives on Leadership

SYLLABUS

EMBA 139: MIAMI
Kellogg School of Management
Fall 2025
Friday September 19, 2025 to Friday, October 17, 2025

INSTRUCTOR

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COURSE DESCRIPTION

The focus of this class is to provide a thorough understanding of what is involved in leading a global company. Through a combination of lectures, cases and readings, the class will discuss and debate the key ingredients required to establish and manage a global company. The course will focus on the following areas:

- Becoming a true global leader
- The 8 Foundation “Bricks” applied to leading a global company
- Practical steps in running a global company
- Establishing a global organization
- Importance of External Investments: mergers, acquisitions and “strategic alliances”
- The impact of private equity on global companies

KEY QUESTIONS TO BE ADDRESSED

In order to expand our knowledge, understanding and experience in leading a global company, several key questions will be addressed:

- (1) What really is LEADERSHIP?
- (2) What are the key components and characteristics of LEADERSHIP that are critical to running a global company?
- (3) What are the key management processes that are critical to running a global company?
- (4) What is involved in establishing a global structure?
- (5) What is the impact of mergers, acquisitions and joint ventures?
- (6) What impact does private equity have on how we run a global business?

COURSE MATERIALS

In addition to the case packet, there are several articles that will be emailed or distributed in class. There are also two books that will be used throughout the course:

- (1) From Values To Action: The Four Principles of Values-Based Leadership, Harry Kraemer, Jossey-Bass, 2011
- (2) Becoming The Best: Build a World Class Organization Through Values-Based Leadership, Harry Kraemer, Wiley Jossey-Bass, 2015

Additional handouts and materials will be distributed (posted) in class. The class schedule, included at the end of this syllabus, summarizes the in-class activities, assignments and required readings for each class.

COURSE EVALUATION

The course evaluation is very straightforward and based on the following criteria:

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|-----|---|-----|
| (1) | Attendance and class participation | 34% |
| (2) | Two written papers, (3-page maximum, double spaced) | 66% |

There are no tests or final exam. The course evaluation is explained in greater detail below:

- (1) Attendance and Class Participation [34% of grade]

Much of the learning in this course comes from class discussion. Your classroom participation grade will be based on attendance, class preparation, familiarity with the reading materials, and the quality of your contribution.

Some of the key characteristics of **valuable contributions** are as follows:

- Relevance: Are your comments timely and linked to the comments of others?
- Advancement: Do your comments take the discussion further or deeper than previous comments?
- Fact-based: Have you used specific data from the case, from readings, or from personal experience to support the assertions that you are making?
- Logic: Is your reasoning consistent and logical? Do you use concepts from the readings or lectures correctly?
- Originality: Do your comments merely restate the facts or do they provide new insights?

- (2) Written Papers [66% of grade]

Each student is expected to submit two 3-page papers, double spaced:

Paper #1 First paper due on Friday, Oct 17, 2025

On what specific areas should I focus on personally to become a more effective leader of a global organization? What is my specific action plan? (3 page maximum, double spaced)

Paper#2 2nd paper due Friday, October 24, 2025, one week after Session #8
[33% of grade]

Describe an acquisition or joint venture that you were directly involved in, or have read about. Did it meet the acquirer's expectations? Why did it succeed or fail? How could it have been more successful? (3 page maximum, double spaced)

KELLOGG HONOR CODE AND CODE OF CLASSROOM ETIQUETTE

Each student is expected to abide by the Kellogg Honor Code. Assignments are to be written individually. Clearly, activities such as sharing class notes or discussing class materials or activities outside of class are not Honor Code violations. In fact, such interaction is encouraged, as it enhances the overall learning experience. When it comes to constructing ideas specifically for an individual written assignment, the work must be completed individually.

Please note that the Honor Code requires any student observing another student violating the Code to inform the professor of that violation. Failure to do so is, in itself, a violation of the Honor Code.

Students in this class are also expected to abide by the Kellogg Code of Classroom Etiquette. The intent here is to work together to create an environment that maximizes learning and that respects and values the contributions of all present. Class participants should respect any requests for confidentiality of comments.

Also note that the in-class use of laptops or other electronic devices for anything other than taking notes on the current classroom discussion is disruptive to the learning experience for fellow students, the professor, and guest speakers. The learning experience is maximized by the full engagement of all students. Therefore, the use of laptops in the classroom, if used at all, should be limited to the purpose of taking notes on the present discussion.

CLASS SCHEDULE (Sessions #1 - #8)

The schedule for each of the 8 sessions (1.5 hours each) is summarized in the next five pages:

SESSION #1 & #2 & #3: Friday, September 19, 2025 (1:00PM – 6:00PM)

In-Class Activities:

- Course Introduction
- Professor and Student Introductions
- Defining Values Based Leadership
 - The Four Principles of Values-Based Leadership
 - 1. Self-reflection
 - 2. Balance
 - 3. True self confidence
 - 4. Genuine humility

Required Readings:

- Kraemer, Harry 2011. From Values To Action: The Four Principles of Values-Based Leadership. Jossey-Bass. Chapters 1-4.
- Kraemer, Harry. "What is This Thing Called CEO Leadership?"
Directors & Boards Magazine, Fourth Quarter 2007,
- Becoming The Best: Build a World Class Organization Through Values Based Leadership, Harry Kraemer, Wiley Jossey-Bass, 2015, Chapters 1-2

SESSION #4: Saturday, September 20, 2025 (8:30am to 10am)

THE 8 FOUNDATION “BRICKS” APPLIED TO LEADING A GLOBAL COMPANY

In-Class Activities:

The 8 Foundation “Bricks”:

1. Brick # 1: Leading With Values
2. Brick# 2: Leadership Development & Talent Management
(Best Team)
3. Brick # 3: Setting Overall Direction for the Organization
(Best Partner)
4. Brick # 4: The Critical Importance of Effective Communication
5. Brick # 5: Motivation and Team Engagement
6. Brick # 6: Execution / Implementation / Making It Happen!
(Best Investment)
7. Brick # 7: The 4C’s of Leadership: Crisis, Change, Controversy and
Courage
8. Brick # 8: Socially Responsible Leadership
(Best Citizen)

Assignment:

Identify two individuals that you believe are “outstanding leaders”. Please be prepared to share your choices during class, and to discuss the qualities, characteristics and behaviors that distinguish these leaders.

Required Readings:

- Kraemer, Harry 2011. From Values To Action: The Four Principles of Values-Based Leadership. Jossey-Bass. Chapters 5-12.
- Bernstein, Amy. The Thought Leader Interview: Bill George. Strategy+Business Issue 49 Reprint No. 07409
- Becoming The Best: Build a World Class Organization Through Values Based Leadership, Harry Kraemer, Wiley Jossey-Bass, 2015, Chapters 3-10

SESSION #5: Saturday, September 20, 2025 (10:15am to 11:45am)

RUNNING A GLOBAL COMPANY

In-Class Activities:

- 1) Make sure the “Bricks” are in place
 - 2) Importance of “Global Perspective”
 - 3) Prioritization and Resource Allocation
 - 4) Leading and Integrating four key management processes:
 - strategic planning
 - operational planning
 - people planning (leadership development/talent mgmt - measurement planning (review and implications)
 - 5) Establishing a flexible global organization:
 - effectively managing multiple divisions and multiple functions across multiple geographies
 - 6) Dealing effectively with multiple constituencies
 - team members
 - shareholders
 - media
 - public at large
 - customers
 - 7) Living the cultural dimensions
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- Rappaport, Alfred. “Ten Ways to Create Shareholder Value”. Harvard Business Review, September 2006.

SESSION #6: Friday, October 17, 2025 (1PM to 2:30PM)

MERGERS & ACQUISITIONS: LESSONS FROM THE BATTLEFIELD

In-Class Activities:

- 1) What are they?
- 2) Key Question: What are we trying to accomplish?
- 3) Criteria for Making Sense
- 4) Why Many Mergers and Acquisitions Fail
- 5) Importance of Rapid Integration
- 6) Understanding the Cultural Implications

Class Assignment: First paper due on Friday, October 17, 2025
(3 page maximum, double spaced)

On what specific areas should I focus on personally to become a more effective leader of a global organization? What is my specific action plan? (3 page maximum, double spaced)

Required Readings:

- Rappaport, Alfred, "Strategic Analysis For More Profitable Acquisitions", Harvard Business Review. July 1979.
- Rappaport, Alfred, "Selecting Strategies That Create Shareholder Value", Harvard Business Review. May 1981.

SESSION #7 & #8: Friday, October 17, 2025 (2:45pm to 6pm)

THE IMPACT OF PRIVATE EQUITY ON RUNNING A GLOBAL COMPANY
(and any other topics you would like to discuss)

In-Class Activities:

- 1) What is private equity?
- 2) What is the impact of private equity on global companies?
- 3) Lessons from private equity for executives running global companies.

Class Assignment: 2nd paper due Friday, October 24, 2025, one week after Session #8 (3 page maximum, double spaced)

Describe an acquisition or joint venture that you were directly involved in, or have read about. Did it meet the acquirer's expectations? Why did it succeed or fail? How could it have been more successful? (3 page maximum, double spaced)

Required Reading:

- Pozin, Robert C. "If Private Equity Sized Up Your Business". Harvard Business Review, November 2007. Reprint R0711D