MASTER OF SCIENCE IN GLOBAL LEADERSHIP

The Master of Science in Global Leadership (MSGL) is a cohort-based program where students progress together through a 16-month course of study. The 32-unit curriculum integrates content of 15 courses within three main thematic areas:

• Global Business Leadership and Ethics
• Cross-Cultural Competence in International Business
• Best Business Practices and Processes

It is delivered in a flexible, executive education format. Students begin with online studies prior to an intensive one week on-campus session. This begins a period of independent and team-based studies that include classroom sessions, guest speakers and a variety of remotely-delivered educational exercises.

Following the initial week-long on-campus session, students may choose one of three continuation paths:

• attendance at monthly on-campus sessions;
• course completion via distance learning methods
• combination of the above two options.

At the conclusion of the fourth semester, all students return to the campus for a one week final session. This final week includes participation in a capstone experience, MSGL 540, wherein the students complete a multi-day exercise analyzing a business problem for an actual international corporation.

The MSGL program concentrates on those graduate business courses most valuable to mid-level executives working in international corporations. Though some students have somewhat more or less experience, the typical candidate for the MSGL program will have five to eight years of business experience as a rising executive or military officer and be expected to assume positions of increasing responsibility with time.

The MSGL program has been created specifically for a busy working professional whose work demands make attending a full-time, campus-based program difficult. Students who are able to attend class on campus every month are in the same classes and cohort with students who are completing most of their course requirements online. These resident and distance students work together in teams and use tools and technology that prepare them for today’s global business environment that regularly uses technology to facilitate collaboration and coordination across time zones and international boundaries. Also, the incorporation of distributed education technologies enables students to continue their academic efforts while faced with challenging and changing work schedules.

Additional Admissions Requirements

The first requirement for admission is the demonstration of the ability to successfully complete the program based on prior academic performance. Normally this performance will be demonstrated by a minimum 3.0 cumulative undergraduate degree GPA (4.0 basis). Additionally, candidates must be able to demonstrate work and leadership experience in order to best understand and take advantage of the content of the curriculum. At least five years is preferred, three years is the minimum, which can only be waived under exceptional circumstances.

In addition, candidates will be expected to provide:

• brief statement of purpose discussing reasons for wanting to complete the MSGL program;
• résumé describing work experience to date;
• original, sealed undergraduate transcripts (including transfer credits listed on the degree-granting institution transcripts).

Applicants may apply at www.sandiego.edu/msgl. A personal or phone interview with the MSGL program director or admissions manager is expected prior to submission of the application.

Additional Admission Requirements

Entrance Semesters  |  Fall and Spring
---|---
Application Deadline  |  Jul. 1 and Nov. 1
Minimum Grade Point Average  |  3.0 (4.0 scale)
Standardized Admission Test  |  GMAT (waived for candidates with sufficient work experience)

Required Coursework  |  No specific undergraduate coursework required
Required Licenses/Credentials  |  None
Additional Requirements  |  Additional Admissions Requirements

IELTS or TOEFL - International applicants only (minimum IELTS score of 7.0 or TOEFL score of 92/237/580 required); See English Proficiency and International Student Applicants on the Admissions page. International students will be considered, depending on their visa classification. Unfortunately, we are unable to accept students with the F-1 visa, since a significant portion of our course content is online and classes meet only once a month. International students must be in the US on a work or other type of visa. Contact the Office of International Students and Scholars for more information.

International Student Applicants on the Admissions page. International students are unable to accept students with the F-1 student visa since a significant portion of our course content is online. International students must be in the United States on a work or other type of visa, or they must be participating as a distance learner.

Two professional letters of recommendation. At least three years of full-time work experience is expected for admission to the program. Deferred admission may be granted pending completion of two years of full-time work experience; additional consideration may be given to candidates with substantial business experience.
Applicants who received their bachelor’s degree from a non-US educational institution must have their transcripts evaluated by the International Education Research Foundation (IERF) or World Education Services, Inc. (WES).

**MSGL Degree Requirements**

The following courses are all required. Their order of delivery may vary slightly from cohort to cohort. A 3.0 average in MSGL course work is required in order to graduate. The units for each course follow the course title.

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<th>Code</th>
<th>Title</th>
<th>Units</th>
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<td>MSGL 515</td>
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<td>MSGL 516</td>
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<td>MSGL 525</td>
<td>International Negotiations</td>
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<tr>
<td>MSGL 526</td>
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| Total Units | 32 |

**MSGL 501 | PREPARING FOR GLOBAL BUSINESS LEADERSHIP**

Units: 2 Repeatability: No

This course provides students with the essential knowledge about their leadership strengths and weaknesses so that they can lead and follow more effectively and ethically. It will launch the journey of leadership self-discovery to strengthen important leadership skills and discover students’ hidden potential for leadership. Equally, this course will develop a greater sensitivity to the ethical dimensions of leadership. Learning to recognize the importance of questions of purpose and to understand leadership as a form of service to others is an important insight and a balance to one’s personal ambitions.

**MSGL 502 | GLOBAL BUSINESS LEADERSHIP ETHICS**

Units: 2

Prerequisites: MSGL 501

This course emphasizes the essential concepts associated with business practices and ethical values that prevail for the most effective and successful global leaders. Course objectives include recognizing your own ethical viewpoint and its implications for decision making; appreciating the value inherent in the ethical viewpoints and decision making of others; distinguishing differences in ethical foundations around the globe; identifying the pitfalls of human decision making and their effects in organizations; recognizing the fit between your values and those of an organization.

**MSGL 506 | LEADING DIVERSE GLOBAL TEAMS**

Units: 1 Repeatability: No

This course expands on the multiple leadership models evaluated in the 1st semester and examines their applicability to varied global situations. It provides concepts, mental frameworks, and skills for socially responsible and ethical leadership of international teams. Topics covered include leading multicultural and virtual teams, creative problem solving and conflict resolution, appreciating and capitalizing on cultural diversity, moral considerations in power and politics, promoting multi-national visions, and creating socially responsible organizational cultures.

**MSGL 508 | GLOBAL BUSINESS COMMUNICATIONS AND STRATEGY**

Units: 2

This course focuses on the critical thinking, analysis, and practical skills essential to developing and implementing communications strategies that advance an organization’s strategic goals and mission in a highly competitive global business environment. Students will be introduced to various core strategic management concepts and models. The course further emphasizes elements of persuasive communication; how to design messages for culturally diverse and possibly resistant audiences, and how to present that information in a credible, convincing, and professional manner.

**MSGL 512 | GLOBAL POLITICS, POLICY AND LAW**

Units: 2

Prerequisites: MSGL 513

This course examines the complex array of political, legal, historical and ethical concerns within the global business environment. Coverage includes non-market strategy; business ethics; diverse interests of various stakeholders; individual versus societal interests; public policy; globalization; and government regulation of, and support for, business.

**MSGL 513 | UNDERSTANDING INTERNATIONAL BUSINESS**

Units: 3

This course develops an understanding of the global environment in which international business takes place as well as the role and behavior of the international firm as it responds to the environment. The course provides the knowledge, skills and sensitivities that help manage business operations more proactively in the turbulent international environment. Through cases and discussions, within a social and ethical framework in the international marketplace, aspects of production, research, marketing and finance—along with their interrelationships—are studied.

**MSGL 514 | CHANGE MANAGEMENT FOR GLOBAL LEADERS**

Units: 2

Prerequisites: MSGL 501 and MSGL 506

This course is designed to assist students in the practice of ethical leadership and management of change of international organizations. As a result of actively participating in this course, students will develop their leadership potential and their understanding of the challenges, techniques, and burdens associated with initiating and implementing major change in a global organization. The course will compare organizational development and planned change with other forms of international organizational change, and evaluate the steps associated with a planned organizational change process.

**MSGL 515 | GLOBAL SUPPLY CHAIN MANAGEMENT**

Units: 3

Prerequisites: MSGL 513

This course examines the operational processes of the logistical chain from acquisition of materials through conversion to physical distribution of goods and services. Topics include supply systems, workflow systems, inventory systems, quality systems logistics systems, cost estimation, optimization tools, and continuous improvement. Common business processes and business skills practiced are production planning, workflow scheduling, cost estimation, resource allocation, work methods design, inventory management and continuous improvement methods.
**MSGL 516 | INTERNATIONAL COMPARATIVE LEADERSHIP AND HUMAN RESOURCES MANAGEMENT**

Units: 3  
Prerequisites: MSGL 501 and MSGL 513  
This course prepares participants to recognize the differences in cultural value systems and behaviors in the global environment, and how they affect leadership. Practical suggestions on how to succeed as a manager in foreign cultures and as a manager of foreign nationals will be examined. The course compares and contrasts the styles and effectiveness of leadership practices of contemporary and historical leaders. This course also provides an overview of the field of Human Resource Management by highlighting such topics as recruitment, selection, benefits, performance appraisal, compensation, labor relations and recent trends within the context of relevant international laws.

**MSGL 523 | FINANCE FOR GLOBAL LEADERS**

Units: 3  
Repeatability: No  
This course introduces the student to the major topics in corporate finance. The student will learn some of the financial tools used by professionals, and also increase their understanding of the tasks and issues that are relevant to conducting business globally. The emphasis is on applied decision making relevant to the financial manager: investment decision (capital budgeting), financing decision (capital structure), project/asset valuation and using derivatives in managing global management risks. Specific topics include financial accounting principles that provide the foundation for the measurement and communication of financial data (basic statements, financial statement and ratio analysis, analysis of free cash flow), time value of money, valuation of financial instruments (stocks and bonds), capital budgeting, an introduction to capital markets, capital structure issues, dividend policy, global financial markets, and using derivatives to hedge global currency risks.

**MSGL 525 | INTERNATIONAL NEGOTIATIONS**

Units: 1  
Repeatability: No  
This course examines – in a cross-cultural context – the key features of integrative (i.e., pie expanding) and distributive (i.e., pie slicing) negotiations, such as BATNAs, target points, anchoring, resistance points, and creating options. It also explores critically important methods of persuasion, how to use such methods effectively, and how to defend against them. This course also focuses on issues of leadership, ethics and trust and how these issues may be further complicated when negotiating in a cross-cultural context.

**MSGL 526 | ADVANCED INTERNATIONAL NEGOTIATIONS**

Units: 1  
Repeatability: No  
Prerequisites: MSGL 525  
This second course in negotiations builds upon the knowledge delivered in the first Negotiations course and focuses on difficult people and circumstances, problem solving and creativity, multi-party negotiations, and team negotiations – and how these issues may be further complicated when negotiating in a cross-cultural context. In an increasingly interdependent world, the ability to negotiate with people with diverse socio-cultural backgrounds and in different regions of the world is crucial for managers and leaders. This course will offer practical skills to navigate these complex negotiations scenarios.

**MSGL 527 | INTERNATIONAL STRATEGIC PLANNING AND MANAGEMENT**

Units: 3  
Repeatability: No  
This course examines strategic planning, including the development of global analyses, the establishment of prioritization matrices, and the development of appropriate key performance indicators to fulfill strategic objectives. Students will practice strategic problem solving and decision-making from the perspective of global leaders, who are culturally consonant, ethical and innovative. Building on international mergers and acquisitions, the second part of the course is dedicated to strategic implementation tools, including, but not limited to integration tools, implementation matrices, synergistic analyses, and innovation tools.