

**Christopher Newport University | Department of Leadership and American Studies**  
**Course Syllabus, Summer 2018**  
**Leadership 330: Cross-Cultural Leadership**

**Instructors and Contact Information:**

- Brent Cusher | [brent.cusher@cnu.edu](mailto:brent.cusher@cnu.edu) | Luter Hall 201F | 757-594-8105
- Qingyan Tian | [qingyan.tian@cnu.edu](mailto:qingyan.tian@cnu.edu) | Luter Hall 217 | 757-594-8292

**Course Description:**

Old maps of a “flat” world show the area of origin as the center or middle of the Earth, illustrating the mindset of societal and cultural preeminence. Though it is clear that our cartography has become more accurate, do we still approach leadership with this mindset of cultural preeminence? How, by contrast, does one lead effectively across cultures in the globalized and globalizing world of the 21st century? The purpose of this course is to explore, experience, and understand the influences of globalization and societal culture on leadership and help students to develop leadership knowledge, skills, and mindset for leading across the cultures.

Defining leadership as the process of leaders and followers acting together within a given context to achieve a common goal, the course explores how globalization, culture, and social values shape leadership behaviors on the individual, national, and global levels. This study abroad course operates with a particular focus on the nations of Western Europe (Latin European and Germanic European Cultural Clusters), including France, Germany, the Netherlands, Belgium, Luxembourg, and Switzerland. Through personal observation and investigation of concepts, patterns, and issues that shape society and cultural values, students will learn the importance of society and culture to effective leadership in a global context and understand how to assess social structure and culture when making leadership decisions. Seeking to clarify the ways that world cultures are becoming both more different and more similar in the present day, this course focuses, in sum, on the impact of cultural differences to leadership.

**Course Objectives:**

Students will:

- Explore and understand the concepts of globalization and its influence on culture and leadership context, behaviors, and ethics;
- Explore and understand the role international organizations (with special emphasis on the institutions of the European Union) play to shape and reshape world orders and cultures;
- Gain insight about the cultures, societies and people of the Netherlands and other Western European countries;
- Understand and articulate the influences of cultural values such as power distance, degree of individualism, gender/gender roles, uncertainty avoidance, and orientation to the past or future, and how these affect the organization of societies, shape cultural mores, and influence the leadership processes.
- Apply basic principles of how to motivate people, how to make decisions, how to provide global vision, and how to communicate and negotiate to cross-cultural settings in Western European countries;
- Evaluate personal cultural intelligence and understand the dimensions of cultural intelligence.

**Required Texts:**

- Livermore, D. (2015). *Leading with cultural intelligence: The real secret to success* (2nd ed.). New York, NY: AMACOM.
- Thomas, D. C., & Peterson, M. F. (2018). *Cross-cultural management: essential concepts* (4th ed.). Thousand Oaks, CA: Sage Publications.
- Pinder, J. & Usherwood, S. (2013). *European Union: A very short introduction* (3rd ed.). Oxford: Oxford University Press.
- Additional readings may be announced and posted on Scholar.
  - Assessment Instrument: CQ Self-Assessment [Cultural Intelligence Center]. Students must purchase the assessment (this includes a pre- and post-assessment with a total cost of **around \$43**) – You will receive an email from CQ system on April 30 providing instructions and access for you to complete the pre-assessment; you will receive another email from CQ system on July 2 providing instructions and access for you to complete the post-assessment.
- GLOBE project findings: <http://globe.bus.sfu.ca/results/countries/RUS?menu=country> .(You can find information about culture & leadership of the countries we will be visiting)
- Hofstede Center: <http://geert-hofstede.com/national-culture.html> .  
<http://geert-hofstede.com/countries.html>

(You can find information about culture of the countries we will be visiting and can compare several countries)

**CNU Honor Code:**

All work submitted in this course for a grade is subject to the CNU Honor Code: “On my honor, I will maintain the highest possible standards of honesty, integrity, and personal responsibility. That means I will not lie, cheat, or steal and as a member of this academic community, I am committed to creating an environment of respect and mutual trust.” Infringement of the CNU Honor Code will result in severe penalties, ranging from failure on an assignment to dismissal from the University.

**Academic Expectations:**

Written assignments and class discussions should consistently demonstrate critical thought, be related to the topic of discussion, focus on understanding relationships and concepts, demonstrate an ability to work with others, and display civility and recognition of diverse opinions. It is important to encourage an atmosphere of professionalism mutual respect, and intellectual inquiry where all students become comfortable in asking questions and raising issues for meaningful discussion that will positively contribute to their learning experience.

**Plagiarism:**

"Plagiarism is using someone else's words and presenting them as your own, i.e. without quotation marks or reasonable citation of paraphrases (e.g., once per paragraph for the latter). Plagiarism will result in a failing grade for the assignment and disciplinary action. All copied material must be cited using quotation marks and APA format; material that is copied from another source (normally phrases of ten or more words in a row) without attribution will be considered plagiarism. Beware copying and pasting from websites. Plan ahead, ask questions, always use quotation marks for all copied material. Think your own thoughts and write your own words; 'I didn't know that was plagiarism' is no excuse—it is your responsibility to ask for help if you are unsure." (Dr. Benjamin Redekop)

**Submission of Work:**

Assignments are due at the time indicated on Blackboard. Late assignments will not be accepted, and will result in a zero for the assignment. Assignment extensions are given only in cases of documented emergencies specifically related to the non-completion of a particular assignment(s). The instructors must be notified of the emergency *before* the assignment is due. Extensions may result in a grade penalty. Computer and printer malfunctions do not constitute an emergency.

**Blackboard/Scholar/Email:**

Students are expected to check their CNU email and the course Blackboard regularly. Let us know soonest if you are not receiving emails from us, or are unable to gain access to the course Blackboard. You are responsible for updates and assignments delivered through these mediums. This syllabus, additional information regarding course assignments, and other course materials will be available on Scholar. Additionally, students will take quizzes, post before and after journal entries, and upload their final paper through Blackboard.

As both Dr. Cusher and Dr. Tian are responsible for this course, please send all e-mail correspondence regarding the course to both of us.

**Disabilities:**

In order for a student to receive an accommodation for a disability, that disability must be on record in the Dean of Students' Office, 3rd Floor, David Student Union (DSU). If you believe that you have a disability, please contact Dr. Kevin Hughes, Dean of Students (594-7160) to discuss your needs. Dean Hughes will provide you with the necessary documentation to give to your professors. Students with documented disabilities are required to notify the instructor no later than the first day on which they require an accommodation (the first day of class is recommended), in private, if accommodation is needed. The instructor will provide students with disabilities with all reasonable accommodations, but students are not exempted from fulfilling the normal requirements of the course. Work completed before the student notifies the instructor of his/her disability may be counted toward the final grade at the sole discretion of the instructor.

**Success:**

We want you to succeed in this course and at CNU. We encourage you to come see us during office hours or to schedule an appointment with questions or concerns about the course and material. If we become concerned about your course performance, attendance, engagement, or well-being, we will speak with you first. We may also submit a Captain's Care Form that will be received by the Office of Student Success. Depending upon the nature of my concern it also may be received by the Center for Academic Success or Counseling Services. Please remember that this is a means for us to support you and help foster your success at CNU.

**ASSIGNMENTS**

**\*Further details for Assignments have been provided on Scholar under the 'Assignments' section\***

**Participation and Attendance (10 points):**

Discussion in the classroom is THE learning modality in LDSP 330. As this is a compact study abroad course, no

unauthorized class absences, for any reason, are permitted. A fifty-point deduction from your final grade will be taken for each unauthorized absence. Students are required to attend all planned meetings, lectures, excursions, discussions and other activities unless a serious emergency prevents them from doing so and the professors are notified ahead of time. Students must complete all assigned readings and prepare appropriately for discussions.

For all classes, city tours, and additional activities students will be:

- Punctual: in seat, ready to begin class. If traveling, on the bus or at the designated meeting spot on time.
- Prepared: able to respond to questions on the assigned readings for that class
- Participative: makes positive contributions to the discussions and learning environment
- Context-contingent appropriate behaviors

### **Quizzes (15 points):**

Students will complete three quizzes (each worth 50 points) prior to our departure date. These are meant to objectively test your understanding and comprehension of assigned readings. Quizzes will only focus on assigned readings as outlined in the course schedule. Students will have 30 minutes to complete each quiz. Quizzes will be closed book and closed notes (you are on the Honor Code). Quizzes will consist of multiple choice and true/false questions, and cover material from assigned readings (see Scholar for required reading material) prior to our departure. **Due on Sundays, May 13, 20, 27.**

### **Journal Reflections (30 points):**

Students will be responsible for keeping a journal of their personal impressions of their time in Europe. The journal reflections are designed to encourage you to consider and explain how you see **specific concepts** we have covered in class in relation to your personal experiences. As this journal is intended to serve, in part, as a resource for your final research paper, it should incorporate observations of a social, cultural, and historical nature as well as chronicling your experiences. Journal entries should reflect critically upon the reading assignments. These journal reflections will help you learn to *apply* course concepts and theories to your experiences and will often be incorporated into class discussion.

Reflections should follow this format: **What, so what, now what.**

- **What?** What did I do, see, hear, experience? What are the vivid details about your experience?
- **So what?** What does it mean? Why does it matter? What did you learn about yourself through this experience? What insights have you gained about cross-cultural leadership? Does it reinforce or contradict a key concept from the class? What insights have you gained?
- **Now what?** Now what do I think? How will you apply what you learned in the future? What are the implications of your experience? What perspective do you now have on the viewpoints on this issue? What will you do differently in the future? Which cross-cultural competencies/intelligences will you work to develop?

Reflections should be 400-700 words in length (except for the “before” and “after” journal entries – these will be longer and have no word limit), Times New Roman font, size 12, double spaced, 1 inch margins, and include a word count at the end of the document. It is expected that you are referencing course material in your reflection, thus APA formatted citations are required as well as a reference list at the end of your paper (see ‘plagiarism’ on page 2). Additional research beyond course materials is not required for journal reflections and will not result in a higher grade. Proper spelling and grammar count.

Reflections will be evaluated on the depth and complexity of your reflections; thus, the amount of effort and thoughtfulness you put into your reflections matters. A top-rated journal entry exhibits an insightful, thoughtful, and critical reflection on the topic being addressed; Includes appropriate terminology from the current course and/or prerequisite courses; Clearly and correctly applies leadership course concepts, demonstrating superior understanding of course theories; Properly cites sources; Communicates the writer’s engagement in critical thought regarding course concepts and application to personal life.

You will write a journal entry for at least **10 of the 18 days** of the trip. In addition, students will write a “before” and “after” journal entry to be submitted online via Scholar. Thus, **12 total journal reflections** are required for consideration of the full points. The first half (5) of the journal reflections will be **due on Scholar Saturday, June 16 at 11:59pm**; and the 2<sup>nd</sup> half (5) will be **due on Monday, June 25th, at 11:59pm** (except for the “before” and “after” journal entries which have due dates indicated in the course schedule below).

The “before” journal entry will be a reflection on your Cultural Intelligence assessment. You will receive an email from CQ system on April 30 providing instructions and access for you to complete the pre-assessment. The word count limit does not

apply to this “before” journal entry. **Additional guidelines for this reflection can be found on Scholar under ‘Assignments’.** **Due on Scholar Sunday, June 3th, at 11:59pm.**

The “after” journal reflection is meant to serve as a summative reflection on your experiences abroad as well as a discussion about how your cultural intelligence has grown and changed through your experiences. You will receive An email from CQ system on July 2 providing instructions and access for you to complete the post-assessment The word count limit does not apply to this “after” journal entry. **Additional guidelines for this reflection can be found on Scholar under ‘Assignments’.** **Due on Scholar Friday, July 6th, at 11:59pm.**

### **Final Essay (45 points):**

From a cross-cultural lens, students will select one of the following topics for your final essay:

- Examine a current event/issue or historical event that has greatly influenced the region or a country which we have visited.
- Analyze the social, cultural, political, and/or economic systems impacted by globalization in the region or a country which we have visited.
- Investigate a global leader or organization in the region or a country which we have visited. For a global leader, explain what behaviors are exhibited by this leader that makes him/her effective and what lessons can we learn from any ineffective behavior in cross-cultural contexts. For global organizations, provide an analysis of how the organization is effective or ineffective in a cross-cultural context.
- An area of inquiry approved by the instructor.

The scope of this paper may include the nations of Western Europe that we have visited including the Netherlands, Belgium, Germany, Luxembourg, and Switzerland. All papers must use a cross-cultural lens for analysis. **Your paper should include the following elements:** Introduction/Research Question - What is it you want to know?; Methodology – How will you go about studying your topic (this should be a mixture of experiential elements (such as observation) and scholarly elements (such as research)); Cultural overview of the chosen country; Presentation of the country’s cultural dimensions; Introduction of your topic and how your topic relates to the overall culture and cultural dimensions; Background/history/research; Synthesis of background and research; Implications for leadership; Conclusion.

Essays should adhere to the page limit of 15-20 pages and utilize the following formatting details: Times New Roman font, size 12, double spaced, 1 inch margins. APA formatted citations are *required* as well as a reference list at the end of your paper. You are required to use the course textbook (Thomas & Peterson, 2015) as well as ten additional scholarly sources. **Due on Scholar Sunday, July 22, at 11:59pm.**

### **Grading:**

93-100= A 90-92 = A -	"A" grades reflect the "wow" factor. This shows exceptional, extraordinary effort and results. "A" grades reward work that achieves the highest level of excellence.
87-89 = B+ 84-86 = B 81-83 = B -	"B" grades reflect the "very good" factor. This shows effort exceeding average and work that is of high quality.
78-80 = C+ 75-77 = C 72-74 = C -	"C" grades reflect average work and satisfactory results. This is the AVERAGE grade for the course.
69-71 = D+ 66-68 = D 63-65 = D -	"D" grades reflect barely sufficient effort and barely adequate results.
62 and below= F	"F" grades reflect insufficient effort and results, or may be given in response to violation of academic integrity.

## COURSE SCHEDULE

**Note: Please supplement this schedule with the official program that you will receive from the CES at Maastricht U.**

Day of the Week	Date	Activity	Assignments/readings
Sunday	May 13	Complete Quiz #1 on Scholar by 11:59pm (opens May 12 9:00am)	Thomas & Peterson: Chapters 1 (stop at 'Evaluating Cross-Cultural Management Studies'), 2, 3(Hofstede p. 44-45 & GLOBE p. 52-53 only); Hofstede reading (on Scholar); Global Village reading (on Scholar)
Sunday	May 20	Complete Quiz #2 on Scholar by 11:59pm (opens May 19 9:00am)	Thomas & Peterson: Chapters 4, 5, 6 (all BUT Negotiation and Conflict Resolution), 7
Sunday	May 27	Complete Quiz #3 on Scholar by 11:59pm (opens May 26 9:00am)	Livermore: Entire book with an emphasis on Chapters 3-7; Culture & Leadership in Netherlands (Scholar)
Sunday	June 3	"Before" Journal Reflection due on Scholar by 11:59pm	See more specific guidelines on Scholar (under the Assignments tab)
Thursday	June 7	Depart USA	Meet at the <b>Delta/KLM</b> check-in counter at <b>Dulles Airport at 6:00pm</b>
Friday	June 8	Arrive in Maastricht and Group	
Saturday	June 9	Maastricht: Shopping Tour, City Tour, Scavenger Hunt	
Sunday	June 10	Watch DVD Geert Hofstede Boat tour and caves	
Monday	June 11	Orientation and Guest Lecture: "Introduction to Dutch Society"	
Tuesday	June 12	Day Trip to Brussels and Guest Lecture ("Cooperation between different cultures")	
Wednesday	June 13	Start of Class and Guest Lecture ("General Culture")	Pinder & Usherwood, Chapters 1-11 (EU book)
Thursday	June 14	Amsterdam: Delft Blue Museum; Amsterdam walking tour	
Friday	June 15	Amsterdam: Anne Frank museum, Zaanse Schans, and pancake lunch	

Saturday	June 16	Guest Lecture: Cross Cultural Leadership	5 (1 <sup>nd</sup> half) In-Country Journal Reflections
Sunday	June 17	Day Off	
Monday	June 18	Luxembourg: Company visit Central Bank of Luxembourg; Guided walking tour; Travel to Strasbourg	
Tuesday	June 19	Lucerne: Coqwheel Railway and Tobaggan Run	
Wednesday	June 20	Lucerne: Company visit; back to Maastricht	
Thursday	June 21	Class	
Friday	June 22	Guest Lecture: “The way culture influences communication styles”; Etiquette dinner	Students will meet in small groups with Dr. Cusher and Dr. Tian to present their research question (phrased in proper research question format), research plan, and preliminary connections between their research question and course material. In order to pass the final essay, students must attend this meeting.
Saturday	June 23	Free Weekend Begins	
Sunday	June 24	Free Weekend	
Monday	June 25	Free Weekend	
Tuesday	June 26	Free Weekend (Return by 5 p.m.) Farewell Dinner	5 (2 <sup>nd</sup> half) In-Country Journal Reflections Due on Scholar by 11:59pm
Wednesday	June 27	Departure from Maastricht	Flight arrives at 3:35pm at Dulles Airport
Friday	July 6	“After” Journal Reflection Due on Scholar by 11:59pm	Students must complete CQ assessment (T2) in order to write their “after” journal reflection. See the guidelines for this entry under the Assignments section above.
Sunday	July 22	Final Essay Due on Scholar by 11:59pm	