

**Christopher Newport University | Department of Leadership and American Studies**  
**Course Syllabus, Summer 2021**  
**Leadership 330: Cross-Cultural Leadership**

**Instructors and Contact Information:**

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\*both instructors will provide in-country cell phone numbers once in the Netherlands\*

**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 an effective 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, 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 the themes of cultural divergence and convergence;
- 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.
- Articulate how the societal patterns and issues resulting from the five cultural concepts impact the leadership process;
- 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; and
- 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. (2018). *European Union: A very short introduction* (4th 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 for \$26 (this includes a pre- and post-assessment) – a link will be provided via Scholar

Announcements. Be sure to only complete the assessment through this link as this is the only way your assessment will be a part of our group analysis report.

- GLOBE project findings: <http://globe.bus.sfu.ca/results/countries/RUS?menu=country>
- Hofstede center: <http://geert-hofstede.com/national-culture.html>  
<http://geert-hofstede.com/countries.html>

### **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.

### **Attendance and Participation:**

Discussion and sharing information in the classroom is THE learning modality in LDSP 330. As this is a compact study abroad course, no unauthorized class absences or absences from other formal parts of the program, for any reason, are permitted. **A fifty-point deduction from your final grade will be taken for each unauthorized absence.** For all classes and group tours, 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.

### **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 beginning of class on the due date, or at the time indicated on Scholar. 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.

### **Scholar/Email:**

Students are expected to check their CNU email and the course Scholar regularly. Let us know as soon as possible if you are not receiving emails from us, or are unable to gain access to the Scholar page for the course. You are responsible for updates and assignments delivered through these media. 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.

### **Physical Requirements of the Program:**

As you can see from the course schedule (below), this study abroad course involves a significant amount of walking, as part of the course is to visit various cities or specific cultural locations in Western Europe. Please take a look below at the general program itinerary and contact Dr. Tian or Dr. Cusher if you have any concerns about your ability to participate on this program.

### **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 will be provided on Scholar under the 'Assignments' section\***

### **Participation and Attendance (100 points):**

Students are required to attend all planned meetings, lectures, excursions, discussions and other activities unless a serious emergency prevents them from doing so. Students must complete all assigned readings and prepare appropriately for discussions.

### **Quizzes (150 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.

### **Journal Reflections (300 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 students' 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 be 500-700 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 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. 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, the total journal entry requirement is 12 entries. Journal reflections will be **due on Scholar Friday, June 18<sup>nd</sup> at 5:00pm** (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. Additional information regarding the purchase of this assessment will be provided via Scholar under the Assignments tab. The word count limit does not apply to this “before” journal entry.

The “after” journal reflection is meant to serve as a summarize reflection on your experiences abroad as well as a discussion about how your cultural intelligence has grown and changed through your experiences. In this journal reflection, you are to address the following questions (minimum one paragraph per question): What were the highlights and low points of your experience abroad? What did you learn about yourself? How has your cultural intelligence changed since the first assessment? Specifically address dimensions and sub components when discussing changes in your scores. What helped you to develop your CQ throughout our travels? What can you do to continue to grow and develop your CQ in the future? How can you apply your experiences and what you've learned from our travels back on campus? The word count limit does not apply to this “after” journal entry.

### **Final Essay (450 points):**

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 cross-cultural 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 them 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, France, Luxembourg, and Switzerland. For this paper, you will need to use the course texts and at least five additional sources. Page range: 15-20.

930-1000 pts = A 900-929 pts = 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.
880-899 pts = B+ 830-879 pts = B 800-829 pts = B -	"B" grades reflect the "very good" factor. This shows effort exceeding average and work that is of high quality.
780-799 pts = C+ 740-779 pts = C 700-739 pts = C -	"C" grades reflect average work and satisfactory results. This is the AVERAGE grade for the course.
680-699 pts = D+	"D" grades reflect barely sufficient effort and barely adequate results.

640-679 pts = D 600-639 pts = D -	
599 pts and below = F	"F" grades reflect insufficient effort and results, or may be given in response to violation of academic integrity.

### COURSE SCHEDULE

Day of the Week	Date and Location	Activity	Assignments
Sunday	May 9	Complete Quiz #1 on Scholar by 11:59pm (opens May 7 9:00am)	Thomas & Peterson: Chapters 1 (stop at 'Evaluating Cross-Cultural Management Studies'), 2, 3 (Hofstede p. 44-45 & GLOBE p. 52-53 only), 4
Sunday	May 16	Complete Quiz #2 on Scholar by 11:59pm (opens May 14 9:00am)	Thomas & Peterson: Chapters 5, 6 (all BUT Negotiation and Conflict Resolution), 7
Sunday	May 23	Complete Quiz #3 on Scholar by 11:59pm (opens May 21 9:00am)	Livermore: Chapters 3-7
Sunday	May 30	"Before" Journal Reflection Due on Scholar by 11:59pm	See more specific guidelines on Scholar (under the Assignments tab)
Thursday	June 3	Depart USA	
Friday	June 4 Maastricht, NLD	Arrive in Maastricht and get checked in (check into Guesthouse, group dinner).	
Saturday	June 5 Maastricht, NLD	Getting acquainted with Maastricht (practical tour of city, shopping tour, Scavenger Hunt).	
Sunday	June 6 Maastricht, NLD	Group screening and discussion of film on the life and work of Dr. Geert Hofstede, Prof. Emeritus, Maastricht University.	
Monday	June 7 Maastricht, NLD	Formal opening of the program and information session about Maastricht University (general academic services and policies, library access, etc.).  Guest Lecture: "Introduction to Dutch Society," Prof. Russ Kent, Maastricht University.	
Tuesday	June 8	<b>Day Trip to Brussels</b>	

	Brussels, BEL	<p>Guest Lecture: “Cooperation between Different Cultures,” Niels Schreuder, Maastricht University--Brussels Campus.</p> <p>Guided walking tour of Brussels City Centrum on aspects of Belgian culture.</p>	
Wednesday	<p>June 9</p> <p>Maastricht, NLD</p>	<p>Class Session: Cross-Cultural Leadership and the European Union--Current Issues, and debrief of Brussels trip from the previous day.</p> <p>Guest Lecture: “Genetic Basis of Culture,” Professor Gert Jan Hofstede, Maastricht University.</p>	<p>Pinder and Usherwood:</p> <p>Chapters 1-11</p>
Thursday	<p>June 10</p> <p>Amsterdam, NLD</p>	<p><b>Overnight Trip to Amsterdam</b></p> <p>Visit city of Delft.</p> <p>Guided walking tour of Amsterdam on aspects of culture of the Dutch Capital.</p>	
Friday	<p>June 11</p> <p>Amsterdam and Zaanse Schans, NLD</p>	<p>Guided tour of Zaanse Schans on traditional aspects of Dutch culture.</p> <p><b>Return to Maastricht</b></p>	
Saturday	<p>June 12</p> <p>Maastricht, NLD</p>	<p>Guest Lecture: “Cross-Cultural Leadership,” Professor K. van den Hombergh, Maastricht University.</p> <p>Class Session: Cross-Cultural Leadership and the Netherlands: Current Issues, and debrief of trips from the previous day.</p>	
Sunday	<p>June 13</p> <p>Maastricht, NLD</p>	<p>Day off to explore Maastricht and/or surrounding region (Aachen, GER or Liege, BEL?) at your own pace.</p>	
Monday	<p>June 14</p> <p>Strasbourg, FRA</p>	<p><b>Luxembourg and Overnight Trip, staying in Strasbourg</b></p> <p>Group visit to Central Bank of Luxembourg.</p> <p>Guided walking tour of Luxembourg City.</p>	
Tuesday	<p>June 15</p> <p>Lucerne, CHE</p>	<p><b>Overnight Trip to Lucerne</b></p> <p>Travel to Lucerne, Switzerland</p>	

Wednesday	June 16 Maastricht, NLD	Exploration of Cross-Cultural Managerial Leadership: Aeschbach chocolates, Lucerne.  <b>Return to Maastricht</b>	
Thursday	June 17 Margraten, NLD	<b>Day Trip to Margraten</b> Guided tour of American WWII Cemetery Margraten.	
Friday	June 18 Maastricht, NLD	Guest Lecture: “The way culture influences communication styles,” Prof. Brigitte Opel, certified research partner of Hofstede Insights.  Class Session: Group work and individual consultations with course instructors on Final Project/Research Paper.  Group Dinner, Learning European Business Etiquette, Chateau Neercanne.	Students will meet in small groups with Professor Cusher and Professor Tian to present their research question (phrased in proper research question format), research plan, and preliminary connections between their research question and course material. You are encouraged to prepare for this meeting with the independent work you have been doing at Maastricht University. In order to pass the final essay, students must attend this meeting.  10 In-Country Journal Reflections Due on Scholar by 5:00pm
Saturday	June 19	<b>Free Weekend Begins</b>	
Sunday	June 20	<b>Free Weekend</b>	
Monday	June 21	<b>Free Weekend</b>	
Tuesday	June 22	<b>Return to Maastricht by 4:00pm</b> Formal closing of the Program.  Group Dinner.	
Wednesday	June 23	Maastricht → USA	
Friday	July 2	“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 18	Final Essay Due on Scholar by 11:59pm	