



IB 393 LEADING ACROSS CULTURES: PRINCIPLES AND PRACTICES
IES Abroad Milan

DESCRIPTION:

"Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal". —Vince Lombardi.

- Leadership is about inspiring, mobilizing and enabling people to achieve excellent levels of performance and to get things done in organizations. It starts from self-awareness and effective self-leadership that enable energizing, aligning and result-oriented behaviors.
- Leadership may be a challenge now as you progress through your academic curriculum striving for personal and professional growth through all the opportunities that university offers you and that you are willing and able to leverage on.
- Leadership may also become one of your greatest challenges as you progress through your career moving from roles that require your individual contributions to roles that require you to achieve results with and through people.
- The course Leadership skills will give you the opportunity to challenge yourself with setting up the preconditions for optimal performance to be achieved with and through the people you are working with, it will improve your ability to build and manage constructive relationships and to get to high value added results managing your own and other people's performance.
- This course is designed to create an active learning environment in which you will integrate your personal experiences with the exploration of leadership concepts, theory and applied practice and strengthen your abilities to lead, as a colleague who can support leadership behavior in peers, and as one who can, in the future career, promote leadership behavior in supervisors and subordinates.

CREDITS: 3

CONTACT HOURS: 45

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: none

METHOD OF PRESENTATION:

This type of course requires students to practice leadership behaviors in class and to take responsibility for their own learning and that of the other people in the classroom. It relies inevitably not only on your physical presence in the class but also on:

- coming to class prepared
- sharing your perspectives and ideas in a clear and effective way
- being inquisitive and respectful of other people's ideas and points of view
- and last but not least, working constructively with others

If you are willing to work on yourselves, then you are on the right track for learning how to lead yourself, lead teams and organizations.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Course participation - 20%
- Personal Development Journal - 20%
- Midterm Exam - 20%
- Group Project -20%
- Final Exam - 20%

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The Class Participation assessment will be based on preparedness, including having done the readings and prepared role plays, and level of engagement in class and including experiential activities.

Personal Development Journal

Students will be expected to: (1) complete 4 entries in a personal development journal and (2) respond in the in classroom journal to the personal reflection prompts provided in class. These reflections are intended to help students track personal growth and skill development over the course of the semester. These analyses and reflections will be guided by prompts from the instructor.

Midterm Exam

The midterm exam will focus on concepts learned in class in the first half of the semester. It will be composed of multiple-choice questions and short answer and open questions.

Final Exam

The final exam will consist of multiple-choice questions and open questions. It will cover all concepts address during the semester.

Group Project

Each group will be required to collaborate on the research, analysis, and presentation in relation to a case study or topic that requires them to apply the concepts learned in class. 10% of the project grade will be determined by their teamwork and collaboration skills, and 10% will be determined by their individual analysis of their personal contribution and takeaway learnings.

LEARNING OUTCOMES:

By the end of the course students:

- Will be able to demonstrate knowledge of the concepts included in the assigned (required) readings.
- Will be concise and detailed in answering open questions. Answers should be complete and parsimonious and as simple as possible (not simpler).
- Are expected to engage in the self-improvement individual program where their effort (not success) will be assessed through questions in both the mid-term and the final exam.

COURSE OBJECTIVES:

- Improve student understanding of the challenges associated with leadership roles.
- Increase student leadership skills and self-awareness.
- Help students acquire a larger repertoire of leadership attitudes and behaviors and strengthen leadership competencies.
- Increase student knowledge of theoretical concepts and assumptions about leadership and leadership behavior.

ATTENDANCE POLICY:

Students are expected to be responsible for their own class attendance and to give academic responsibilities priority over other activities. Regular class attendance is mandatory. For physical and mental health reasons, IES Abroad Milano allows a maximum of THREE (3) absences in each Italian language course, TWO (2) absences in each Area Studies course, and ONE (1) absence in each Seminar course. Every absence beyond this allowance will automatically result in a penalty of 2 percentage points off the final grade. SEVEN (7) absences will result in a failing grade in Italian language and Area Studies courses. FOUR (4) absences will result in a failing grade in Seminar courses. Failure to attend a scheduled exam, test, quiz, or presentation will automatically result in an F grade on that assessment.

CONTENT:

Week	Content	Assignments/Readings
Week 1 <i>Session 1</i>	Course Overview Intro to Core Concepts: - What is Leadership? - What is Culture?	N/A
<i>Session 2</i>	On Culture 3 Layers of Culture Cross Cultural Leadership - Impact of Culture on Leadership Expectations	"Being the Boss in Brussels, Boston and Beijing," Erin Meyer <i>Riding the Waves of Culture</i>, pp. 1-10, 20-28 - TED: How Great Leaders Inspire ACTION Assignment for next Class: Big 5 Quiz Online
Week 2 <i>Session 3</i>	Leadership Theory: - Trait Theory Leading Across Cultures - Power Distance: Hierarchical vs. Egalitarian - Decision Making: Consensus vs. Top Down	<i>Organizational Behavior</i>, Ch. 12 Leadership, pp. 332-36 <i>The Culture Map</i>, Ch. 4, How Much Respect Do You want, Pg. 115-142 <i>The Culture Map</i>, Ch. 5, Big D and Little D, Pg. 143-161
<i>Session 4</i>	Leadership Challenge: - Practice 1: Model the Way ACTIVITY: VALUES ON DISPLAY On Culture - Rules vs. Relationships Leading Across Cultures - GLOBE Leadership MODEL Group Project - IDEO Model	<i>The Leadership Challenge</i>, Practice 1 Video: Model the Way - GLOBE ARTICLE, <i>In the eye of the beholder</i> <i>Riding the Waves of Culture</i>, RULES AND RELATIONSHIPS pp. 39-64,
Week 3 <i>Session 5</i>	Human Centered Design Activity: THE WALLET EXERCISE	<i>Creative Confidence</i>, pp. 12-35 <i>The Leadership Challenge</i>, Practice 2 Video: Envision a Shared Vision
<i>Session 6</i>	Leadership Theory: - Contingency On Culture - Feelings and Relationships On Leadership - Emotional Intelligence Group Project - Kick off of assignment	<i>Organizational Behavior</i>, Ch. 12 Leadership, pp. 336-340 <i>Riding the Waves of Culture</i>, FEELINGS AND RELATIONSHIPS pp. 87 -99 DUE: Personal Learning Journal #1: Model the Way

	On Leadership - Emotional Intelligence <i>continued</i> Intro To Groups - Role, Status, Norms, Group Decision Making <u>15-20 Min Group Project Work.</u>	<i>Organizational Behavior</i>, CH. 9 GROUPS pp. 242-257 <i>Harvard Business Review (HBR) Guide to Emotional Intelligence</i>, Ch. 1
Session 8 Wed. March 1	Cultural Perceptions of Group <i>Riding the Waves of Culture</i>: Individualism vs. Communitarianism - GLOBE: In-group Collectivism - GLOBE: Institutional Collectivism	<i>Riding the Waves of Culture</i>, The Group and the Individual pp. 65 -86 - GLOBE ARTICLE <i>In the Eye of the Beholder</i> - NPR Podcast: Mom in Translation ASSIGNMENTS: - Developing Cultural Insights: Mom in Translation
Week 5 Session 9	Leadership Theory: Transactional vs. Transformational Leadership <u>15-20 Min Group Project Work.</u>	<i>Organizational Behavior</i>, Ch. 12 Leadership, pp. 340-346 - TED: <i>Thriving in An Overconnected World</i>, Leslie Perlow. <i>The Culture Map</i>, Task vs. Relationship <i>The Culture Map</i>, High vs Low Context Communication DUE: Personal Learning Journal #2: On emotional Intelligence
Session 10	Midterm Prep Intro to Org. Change. HCL Case Study	<i>Collective Genius</i>, HCL Technologies Case pp. 9-23 <i>The Innovator's Dilemma</i>, HBR, 2009
Week 6 Session 11	MIDTERM	
Session 12	Leadership Challenge - Practice 2: Enabling Others to Act - Practice 3: Challenge the Process Working and Leading in Teams - What makes a team? - Difference between team and group	<i>The Leadership Challenge</i>, Practice 3 Challenge the Process <i>Organizational Behavior</i>, Ch. 10 Understanding Work Teams pp. 274-287

Week 7 Session 13	Leadership Challenge Practice 4: Enabling Others to Act	<i>The Leadership Challenge</i>, Practice 4: Video Enabling Others to Act DUE: GROUP PROJECT: Deliverable #1
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	Leading Across cultures - Persuading Across Cultures - Disagreeing Across Cultures Power and Influence - Power vs. Leadership - Politics - Influence	<i>The Culture Map</i>, Ch. 3, Why vs. How the Art of Persuasion in a multicultural world, pp. 89-114 <i>The Culture Map</i>, Ch. 2, Evaluating Performance and Providing Negative Feedback, pp. 61-88
Week 8 Session 15	On Conflict - Models of Conflict - Feedback across cultures On Org. Change. Leadership Challenge - Practice 5: Encourage the Heart	<i>Organizational Behavior, Conflict and Negotiation</i> pp. 396-409 - Deloitte, Harvard Business Review Case: <i>Winning the Talent War for Women</i> <i>The Leadership Challenge</i>, Practice 5 Video: Encourage the Heart
Session 16	On Time <u>15-20 Min Group Project Work.</u>	<i>The Culture Map</i>, Ch. 8, How late is late?, pp 219-242 <i>Riding the Waves of Culture</i>: How we manage time pp. 147-172 DUE: Personal Learning Journal #3: Student Leadership Profile Reflection
Week 9 Session 17	On Negotiation - Negotiating Globally - Emotional Intelligence and Negotiating	<i>Organizational Behavior, Conflict and Negotiation</i> pp. 409-419
Week 10 Session 18	Organizational Culture - Characteristics - Forming, and Maintaining	Organizational Behavior, Ch. 16 Organizational Culture pp. 456-472 DUE: GROUP PROJECT: Deliverable #2
Session 19	Organizational Culture Across National Cultures	<i>Riding the Waves of Culture</i>, National Culture and Corporate Culture pp. 193-221 - TED: How to Run a Company with Almost no rules
Week 11 Session 20	Final Review: Jeopardy!!!!	
Session 21	Group Presentations	DUE: Group Presentations
Week 12 Session 22	Class Recap Final Prep.	DUE: Personal Learning Journal #4: Your Personal Leadership Style

REQUIRED READINGS:

- Robbins, S., Judge T., *Organizational Behavior*, Pearson 2012, 15th ed.
- Charles Hampden-Turner and Fons Trompenaars, *Riding the Waves of Culture: Understanding Diversity in Global Business*, McGraw-Hill Education, 2012.
- James Kouzes and Barry Posner, *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, Jossey-Bass, 2012.
- Barrick, Murray R., and Michael K. Mount. "The big five personality dimensions and job performance: a meta-analysis." *Personnel psychology* 44.1 (1991): 1-26.

- Erin Meyer, "Being the Boss in Brussels, Boston and Beijing," *Harvard Business Review*, July-Aug. 2017
- Erin Meyer, *The Culture Map: Decoding How People Think Lead and Get Things Done Across Culture*. Public Affairs, 2017.
- Linda Hill et al., *Collective Genius: The Art and Practice of Leading Innovation*, Harvard Business School, 2013.
- *HBR Guide to Emotional Intelligence*, Harvard Business School, June 2017.
- Tom Kelley and David Kelley, *Creative Confidence: Unleashing the Creative Potential Within Us All*, Currency, 2013.
- Stella Ting-Toomey, *Communicating across Cultures*, Guilford Press, 2018.
- Douglas M. McCracken, "Winning the Talent War for Women: Sometimes It Takes a Revolution," *Harvard Business Review*, November-December, 2000.
- Mansour Javidan et al., "In the Eye of the Beholder: Cross Cultural Lessons in Leadership from Project GLOBE," *Academy of Management Perspectives*, Vol. 20, No. 1 (Feb., 2006), pp. 67-90.

RECOMMENDED READINGS:

- R. Cross, S. Borgatti, and A. Parker. 2002 "Making invisible work visible: using social network analysis to support strategic collaboration". *California Management Review*, Vol 44, No. 2, pp.25-46
- Schein, E.H. 1990. "Organizational Culture". *American Psychologist*. Vol. 45, No. 2: 109-119