



IB/IR 393 LEADING ACROSS CULTURES: PRINCIPLES AND PRACTICE
IES Abroad Sydney

DESCRIPTION:

No course can teach an individual to become a leader, but it can teach one to think about the subject in a meaningful way. It can also help students understand the path that others have taken and how they might advance their own. That is the objective of this course. Key theoretical approaches to leadership are introduced, and students examine why and how several individuals have succeeded or failed in a variety of settings. This course places particular emphasis on the difficult cross-cultural leadership challenges that exist today in our corporations, governments, international institutions, and communities. Students draw upon a variety of course materials including case studies (with cases involving Australian and countries in the Asian region to make the Sydney experience even more compelling) and readings from business, international relations, psychology, biography, history, and literature. Throughout the semester, students are asked to examine three principal questions:

1. What does leadership mean?
2. Do cultural differences matter when it comes to leadership?
3. How is the subject of leadership relevant to my life?

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None. This course is geared toward a wide audience. It is particularly relevant for students whose focus of study is business management, international business or international relations.

ADDITIONAL COST: None

METHOD OF PRESENTATION:

Lectures, class discussions, and case studies with a particular focus on Australia and the Asian Region and with broad application to effective leadership practice. We will also use videos, group exercises and presentations, guest speakers and field studies.

Most classes will involve:

1. A 1.5-hour (approx.) lecture on the class topic, followed by:
2. A 1.5-hour (approx.) workshop-style activity, where student will have the opportunity to engage with and discuss the application of the materials via activities, cases and /or videos.

From time to time, and subject to availability, we will have a guest lecturer to help to contextualize the course materials.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Class Preparation & Participation - 20%
- Mid-Term Exam – 20%
- Group Assignment Presentation – 20%
- Final Analytical Paper – 40%

Class Preparation and Participation

Each week there will be questions posted for discussion, based around the lectures and weekly readings, and students are expected to have considered them and be able to add value to the class discussion.



Mid-Term Exam

In class. Short answer questions, based on the lectures and readings.

Group Assignment Presentation

Students will work in groups on the development of a business concept / idea and present their strategy for the development of the idea in class.

Final Analytical Paper

Students will produce a 2,500-word analytical paper to address a current leadership research question (to be agreed) using course concepts and course and other research readings. Suggestions for the research question will be posted on moodle.

LEARNING OUTCOMES:

By the end of the course, students will be able to:

- Demonstrate an understanding of the main theoretical approaches to leadership study
- Analyze leadership action (including self, cases and practicing leaders) using the key lenses of leading self, leading others, and leading business
- Explain the key factors and challenges associated with effective cross-cultural leadership
- Distinguish real leadership from authority/influence that does not serve positive social change
- Demonstrate personal reflection about how the concept of leadership touches them
- Describe developmental steps that will enable them to assume leadership roles in the future

ATTENDANCE POLICY:

Attendance is mandatory for all IES Abroad Sydney classes, including field studies. Any exams, tests, presentations, or other work missed due to student absences can only be rescheduled in cases of documented medical or family emergencies. If a student misses more than three classes in any course 3% of the final grade will be deducted for every additional absence. Seven absences in any course will result in a failing grade.

CONTENT:

CLASS	WEEK	Content	Assignments
1	Week 1	Introduction to the Course & The Global and Asian Environment: • Expectations – you & me • The flow of the course • Assessments • What we know about leadership – definitions and frameworks • Getting the most from your Sydney experience • The Global Context • Key Global players	• Bennis, W. 1994. On Becoming a Leader. Reading, PA: Addison Wesley, pp. 53-71, 84-100. • Beschloss, M. 2007. Presidential Courage: Brave Leaders and How They Changed America 1789-1989. New York: Simon & Schuster, pp. 289-90, 302-12, 322-24. • Kouzes, J & Posner, B. The Leadership Challenge. pp. 13-22, 25. • Kotter, J., 1990. "What Leaders Really Do", Harvard Business Review, Vol. 68 No.3. • PriceWaterhouseCoopers, 2007, Managing Tomorrow's People; The Future of Work to 2020, PWOnline.

CLASS	WEEK	Content	Assignments
2	Week 1	Leadership, Management & the Asian Region: - Differences between management and leadership? - Different ways of dealing with work problems. - Getting to know Australia - Exploring the Asian Region	- Cohn, J & Moran, J. 2011. Why Are We Bad at Picking Good Leaders: A Better Way to Evaluate Leadership Potential. San Francisco: Jossey-Bass, pp. 98-109, 147-48, 151-66, 173-90. - Stokes, E. 2009. "The secret behind good leadership," from FT.com (Financial Times), May 15. - Crosby, B. 2010. Leading in a Shared-Power World, Public Administration Review, Dec. - Obama B., 2007. Renewing American Leadership, Foreign Affairs, July/August. - Antonakis J. "Leadership: What is it and how it is implicated in strategic change?". International Journal of Management Cases, 8(4), 4-20, 2006. - De Vries, K, 1994. "The Leadership Mystique", Academy of Management Executive, Vol. 8, No.3.

CLASS	WEEK	Content	Assignments
3	Week 2	Culture: • What is Culture? • Exploring Cultural Differences • Stereotypes and Bias • Using the Cultural Features Framework • Culture and Good Leadership practice	• Grove, C. "Leadership Style Variations Across Cultures: Overview of GLOBE Research Findings." • Harrison, L and Huntington, S. eds. Culture Matters: How Values Shape Human Progress. New York: Basic Books (2000), pp. xxiv-xxxii. • Faure, G. 2003. How People Negotiate: The Resolution of Conflicts in Different Cultures. • International Institute of Management Development Cultural Perspectives Questionnaire, 2007. • Pimpa, N. & Moore, T. 2012. Leadership Styles: A Study of Australian and Thai Public Sectors, Asian Academy of Management Journal, Vol 17 No. 2. • Trevor-Roberts, E. Ashkanasy, N., Kennedy, J. 2003, The Egalitarian Leader: A Comparison of Leadership in Australia and New Zealand, Asia Pacific Journal of Management, Vol 20, Iss 4.
4	Week 2	Communications: • The "rules" of communication • Words and Meaning • Perception • Non-verbals and Body Language • Communicating across Cultures • Understanding the local rules and how they differ • Practices to aid intercultural understanding	• Faure, G. 1998. Negotiation: The Chinese Concept, Negotiation Journal, Vol14 • Loyalka, M. 2006. The Art of Chinese Relationships, Business Week online. 6 January. • Martin, J and Nakayam, T, 2010. Intercultural Communications in Contexts. McGraw-Hill. • Sofa, F. Leong, T. and Sofa, M. 2012. Successful R&D Management Co-operation in Australia and China, Journal of Technology Management in China, Vol 7, Iss 2.

CLASS	WEEK	Content	Assignments
5	Week 3	Leaders as Learners & Self-Assessment: - Competencies and frameworks - Learning Styles & Action - Self-awareness – understanding your preferred approach and how it might affect others - What can we measure about effective leadership practice?	- Colvin, G. 2008. "The Mystery" in Talent is Overrated: What Really Separates World Class Performers from Everybody Else. New York: Portfolio (2008), pp. 1-16. - Guber, P. 2007. The Four Truths of the Storyteller, Harvard Business Review December. - Macklin, P. 2010. The Self-Aware Leader. - George, W. Sims, P. McLean, A & Mayer, D. 2007. "Discovering Your Authentic Leadership, HBR.
6	Week 3	Personality & Charisma, and Leadership Development: - Understanding Human Behaviour - Personality theories - The impact of Charisma? - Developing leadership skills for the 21C - What is a career in 21C? - Development opportunities and an action orientation	- Goffee, R & Jones, G. 2000. "Why would anyone be led by you?", HBR, Sep/Oct. - Boas, S. House, R. & Arthur. M. 1993. The Motivational Effects of Charismatic leadership: A Self-Concept Based Theory. Organisation Science. Vol.4. - Weber, M. The Nature of Charismatic Authority and its Routinization. The Theory of Social and Economic Organisations, New York, Free Press

CLASS	WEEK	Content	Assignments
7	Week 4	Leadership Theories and Styles - Theories of Leadership & getting things done via others - Authenticity in Leadership - The Impact of Values and Beliefs - Which style?	- George, W. 2007. True North: Discover Your Authentic Leadership. San Francisco: Jossey-Bass, pp. 3-8, 10-14. - George, W. 2003. Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value. San Francisco: Jossey-Bass pp. 1-7, 11-25. - Nye, J. 2006. "Soft Power, Hard Power and Leadership." Transcript of Seminar Given at Harvard Kennedy School, November 6. - Kanter, R. "Leadership for Change: Enduring skills for Change Masters". Harvard business School, 2003, Note 304-062. - Kotter, John P., Leading Change, Boston: Harvard Business School Press, 1996.
8	Week 4	Followers and Leading Global Teams - Theories of followership - Changing perspectives (from leader-centered to employee-centered) - Power & Empowerment - Teamwork in global settings	- Kellerman, B. 2007. What every leader needs to know about followers. HBR Dec. - Kellerman, B. 2008. Followership: How Followers are Creating Change and Changing Leaders, HBR. - Kelly, R. In Praise of Followers. The Leaders Companion. Ch 31. - Maznevski, M & Chui, C. 2013 "Leading Global Teams," in Global leadership: Research, Practice, and Development. Eds. Mark Mendenhall, Joyce Osland, Allan Bird, Gary Oddou, and Martha Maznevski, et al. New York: Routledge, 2013. Pp. 141-182. - Mockaitis, A., & Zettinig P. 2012. "The power of individual cultural values in global virtual teams," International Journal Of Cross Cultural Management. 12(2). Pp. 193-210.

CLASS	WEEK	Content	Assignments
9	Week 5	Leadership, Strategy and Innovation - Approaches to Strategy - Which strategy? - Innovation and Implementation - Change Management	- Muratbekova-Touron, M. 2005. Permanence and Change: Case Study of Changes in Organisational Culture at a Multinational Company. Journal of Change Management, Vol5. - Maritz, R, Pretorius, M, & Plant, K, 2011. Exploring the Interface between Strategy-Making and Responsible Leadership, Journal of Business Ethics, 2011, Vol.98(1). - Paarlberg, L. & Lavigna, B. 2010. "Transformational Leadership and Public Service Motivation: Driving Individual and Organizational Performance". Public Administration Review, Vol. 70 Issue 5.
10	Week 5	Leadership in Australia and the Asian Region - The Australian Workplace - A local leadership style? - Leadership approaches in parts of Asia	- Rudd, K. 2009. Australia and the Global Financial Crisis, The Monthly, Feb. www.peterfuda.com.au - Hilmer, F. 1985. When the luck runs out: the future for Australians at work. - Loyalka, M. "The Art of Chinese Relationships," from Business Week Online, January 6, 2006. - Chen & Miller. 2010. West meets East: Towards an Ambicultural Approach to Management, Academy of Management Perspectives. Nov.

CLASS	WEEK	Content	Assignments
11	Week 6	Leadership & Diversity, plus Ethics in Business - What's the evidence re diversity? - Diversity and Inclusion - Gender & Leadership - Ethics and Values - Dealing with Complexity - Famous leadership disasters	"Men or Women: Who's the Better Leader", 2008. Pew Research Center Study, August 25. - Fels, A, 2004. "Do Women Lack Ambition?" Harvard Business Review, Reprint #R0404B (April 2004). - Thomas, D, 7 Ely. R. 1996. Making Differences Matter: A New paradigm for Managing Diversity, HBR. - Thompson, M., 2000. "Gender, Leadership Orientation, and Effectiveness: Testing the Theoretical Models of Bolman & Deal and Quinn", Sex Roles, Volume 42, Numbers 11-12.
12	Week 6	Wrap-up and Presentations - What have we learnt? - Presenting your research findings - What next?	Bird. B. 1988. Implementing Entrepreneurial Ideas: The Case for Intention, Academy of Management Review, 13.

COURSE-RELATED TRIPS:

- As part of the program, plan to participate in a day of outdoor activity, with a focus on practical leadership practice. This may be designed as part of related ISE Abroad planned activities. Working in teams with revolving leads, the aim of the day is to have a chance to put theory into practice, work effectively with others, and to have some fun. Details and timings to be provided at the commencement of the program.

REQUIRED READINGS:

- Antonakis J. 2006. Leadership: What is it and how it is implicated in strategic change? International Journal of Management Cases, 8(4), 4-20, 2006.
- Bennis, W. 1994. On Becoming a Leader. Reading, PA: Addison Wesley, pp. 53-71, 84-100.
- Beschloss, M. 2007. Presidential Courage: Brave Leaders and How They Changed America 1789-1989. New York: Simon & Schuster, pp. 289-90, 302-12, 322-24.
- Bird, B. 1988. Implementing Entrepreneurial Ideas: The Case for Intention, Academy of Management Review, Vol. 13.
- Boas, S. House, R. & Arthur. M. 1993. The Motivational Effects of Charismatic leadership: A Self-Concept Based Theory. Organisation Science. Vol.4.
- Chen & Miller. 2010. West meets East: Towards an Ambicultural Approach to Management, Academy of Management Perspectives. Nov.
- Antonakis J. 2006. Leadership: What is it and how it is implicated in strategic change? International Journal of Management Cases, 8(4), 4-20, 2006.
- Bennis, W. 1994. On Becoming a Leader. Reading, PA: Addison Wesley, pp. 53-71, 84-100.

- Beschloss, M. 2007. Presidential Courage: Brave Leaders and How They Changed America 1789-1989. New York: Simon & Schuster, pp. 289-90, 302-12, 322-24.
- Bird, B. 1988. Implementing Entrepreneurial Ideas: The Case for Intention, Academy of Management Review, Vol. 13.
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- Cohn, J & Moran, J. 2011. Why Are We Bad at Picking Good Leaders: A Better Way to Evaluate Leadership Potential. San Francisco: Jossey-Bass, pp. 98-109, 147-48, 151-66, 173-90.
- Colvin, G, 2008. "The Mystery" in Talent is Overrated: What Really Separates World Class Performers from Everybody Else. New York: Portfolio (2008), pp. 1-16.
- Crosby, B. 2010. Leading in a Shared-Power World, Public Administration Review, Dec.
- De Vries, K, 1994. "The Leadership Mystique", Academy of Management Executive, Vol. 8, No.3.
- Faure, G. 2003. How People Negotiate: The Resolution of Conflicts in Different Cultures.
- Faure, G. 1998. Negotiation: The Chinese Concept, Negotiation Journal, Vol14.
- Fuda, P. www.peterfuda.com.au
- Fels, A, 2004. "Do Women Lack Ambition?" Harvard Business Review, Reprint #R0404B (April 2004).
- George, W. Sims, P. McLean, A & Mayer, D. 2007. "Discovering Your Authentic Leadership, HBR.
- George, W. 2007. True North: Discover Your Authentic Leadership. San Francisco: Jossey-Bass, pp. 3-8, 10-14.
- George, W. 2003. Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value. San Francisco: Jossey-Bass, pp. 1-7, 11-25.
- Goffee, R & Jones, G. "Why would anyone be led by you?", HBR, Sep/Oct, 2000, Vol78.
- Grove, C. "Leadership Style Variations Across Cultures: Overview of GLOBE Research Findings."
- Guber, P. 2007. The Four Truths of the Storyteller, Harvard Business Review December.
- Harrison, L. and Huntington, S. eds. Culture Matters: How Values Shape Human Progress. New York: Basic Books (2000), pp. xxiv-xxxii.
- Hilmer, F. 1985. When the luck runs out: the future for Australians at work. Harper & Row.
- International Institute of Management Development Cultural Perspectives Questionnaire, 2007.
- Kanter, R. "Leadership for Change: Enduring skills for Change Masters". Harvard business School, 2003, Note 304-062.
- Kellerman, B. 2007. What every leader needs to know about followers. Harvard Business Review, December.
- Kellerman, B. 2008. Followership: How Followers are Creating Change and Changing Leaders, Harvard Business Review.
- Kelly, R. In Praise of Followers. The Leaders Companion. Ch 31
- Kotter, J., Leading Change, Boston: Harvard Business School Press, 1996.
- Kouzes, J & Posner, B. The Leadership Challenge. pp. 13-22, 25.
- Kotter, J., 1990. "What Leaders Really Do", Harvard Business Review, Vol. 68 No.3
- Loyalka, M. 2006. The Art of Chinese Relationships, Business Week online. 6 January.
- Maritz, R, Pretorius, M, & Plant, K, 2011. Exploring the Interface between Strategy-Making and Responsible Leadership, Journal of Business Ethics, 2011, Vol.98(1).
- Maznevski, M & Chui, C. "Leading Global Teams," in Global leadership: Research, Practice, and Development. Eds. Mark Mendenhall, Joyce Osland, Allan Bird, Gary Oddou, and Martha Maznevski, et al. New York: Routledge, 2013. Pp. 141-182.
- Macklin, P. 2010. The Self-Aware Leader.
- Martin, J and Nakayam, T, 2010. Intercultural Communications in Contexts. McGraw-Hill.
- Mockaitis, A., & Zetting P. 2012. "The power of individual cultural values in global virtual teams," International Journal Of Cross Cultural Management. 12(2). Pp. 193-210.
- Muratbekova-Touron, M. 2005. Permanence and Change: Case Study of Changes in Organisational Culture at a Multinational Company. Journal of Change Management, Vol5.
- Nye, Joseph S., Jr. "Soft Power, Hard Power and Leadership." Transcript of Seminar Given at Harvard Kennedy School, November 6, 2006.
- Obama B., 2007. Renewing American Leadership, Foreign Affairs, July/August.
- Paarlberg, L. & Lavigna, B. 2010. "Transformational Leadership and Public Service Motivation: Driving Individual and Organizational Performance". Public Administration Review, Vol. 70 Issue 5.

- Pew Research Center Study, “Men or Women: Who’s the Better Leader”, 2008. August 25.
- Pimpa, N. & Moore, T. 2012. Leadership Styles: A Study of Australian and Thai Public Sectors, Asian Academy of Management Journal, Vol 17 No. 2.
- PriceWaterhouseCoopers, 2007, Managing Tomorrow’s People; The Future of Work to 2020, PWOnline.
- Rudd, K. 2009. Australia and the Global Financial Crisis, The Monthly, Feb.
- Sofa, F. Leong, T. and Sofa, M. 2012. Successful R&D Management Co-operation in Australia and China, Journal of Technology Management in China, Vol 7, Iss 2.
- Stokes, E. 2009. “The secret behind good leadership,” from FT.com (Financial Times), May 15.
- Thomas, D, & Ely, R. 1996. Making Differences Matter: A New Paradigm for Managing Diversity, Harvard Business Review.
- Thompson, M., 2000. “Gender, Leadership Orientation, and Effectiveness: Testing the Theoretical Models of Bolman & Deal and Quinn”, Sex Roles, Volume 42, Numbers 11-12.
- Trevor-Roberts, E. Ashkanasy, N., Kennedy, J. 2003, The Egalitarian Leader: A Comparison of Leadership in Australia and New Zealand, Asia Pacific Journal of Management, Vol 20, Iss 4.
- Weber, M. The Nature of Charismatic Authority and its Routinization. The Theory of Social and Economic Organisations, New York, Free Press

RECOMMENDED READINGS:

- Burns, James McGregor. Leadership. New York: Harper & Row (1978).
- Gardner, John. On Leadership. New York: The Free Press (1990).
- George, William True North: Discover Your Authentic Leadership. New York: Jossey-Bass (2007).
- Gergen, David. Eyewitness to Power: The Essence of Leadership. New York: Touchstone (2000).
- Heifetz, Ronald. Leadership Without Easy Answers. Cambridge: Belknap (2003).
- Kellerman, Barbara. Bad Leadership: What It Is, How It Happens, Why It Matters. Boston: Harvard Business School Press (2004).
- Wills, Gary. Certain Trumpets: The Nature of Leadership. New York: Simon & Schuster (1994).
- Zakaria, Fareed. The Post-American World. New York: Norton (2008).
- Zaleznik, Abraham. “Managers and Leaders: Are They Different?” in Harvard Business Review, March/April, (1977).

VIDEO, AUDIO & ONLINE SUPPORT

Throughout the semester, we plan to use a range of visual material to help support and deepen our understanding of key topics. These will include:

- www.peterfuda.com.au – the website of an excellent Australian researcher and consultant (Dr Peter Fuda) on leadership transformation – lots of good material to explore
- Anderson, R and Connolly, B. 1992. Black Harvest. An excellent documentary on leadership in PNG.
- Gibney, A. 2005. Enron: The Smartest Guys in the Room. A salient lesson on corporate leadership.
- Understanding Australia, Radio Series. 2008. ABC Radio Australia. This is a very good (Monash University) series (not podcast) about being a university student in Australia, and the things that you need to know about surviving and thriving here. www.abc.net.au/ra/australia
- Radio National Podcasts – eg “Road Trip”, and “Modern Family Relationships”: <http://www.abc.net.au/radionational/programs/australiatalks/>