IR/IB 393 LEADING ACROSS CULTURES: PRINCIPLES AND PRACTICES
IES Abroad London

DESCRIPTION: The rising field of global leadership studies identifies the cultural context as one of the important dimensions in analyzing leadership styles and how leaders meet ethical challenges, negotiate conflict, manage social dynamics through communication and team-building, and bring about change in a global environment. This course evaluates current theoretical models of leadership and leadership characteristics in the context of the local culture and also identifies commonalities of leadership that are recognized across cultures. It uses experiential techniques to build students’ personal and intercultural competencies and provide them with a ‘toolbox’ for thinking about and developing their potential as leaders, including the important habit of self-reflection. Reading is drawn from multiple sources that reflect the interdisciplinary nature of global leadership studies, including professional communication, cross-cultural management, historical and literary depictions of leadership, and organizational studies.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

METHOD OF PRESENTATION:

- Readings
- Integration of students’ past and present experiences
- Case studies
- Experiential techniques such as simulations and role-plays explore group dynamics, communication strategies, cultural sensitivity, and negotiation.
- Guest lecturers are invited from various professional backgrounds to offer diverse perspectives on leadership across cultures.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Active participation in seminar based on assigned reading: 10%
- Mid-term exam: 20%
- Personal development journal: 25%
- Group project and presentation: 20%
- Final essay based on group project: 25%

Personal Development Journal
Self-reflection is essential to developing one’s understanding of leadership along with the skills required for mastering complex situations. Entries are directed assignments that require students to reflect on class discussions and readings. Each entry of around 400 words should be posted on Moodle by the deadline.

Group Project
This project offers students the opportunity to work in a small group and experience the pressures (and joys) of team working. The topic is decided by the students themselves, based on seminar content and their own personal interests. Students are required to identify a leadership case study in politics, business, the arts, or social services to examine and present to their class. Classmates complete a peer review.

Final Essay
Each student is asked to compose an individual essay based on the case study in the group project, drawing on theoretical models and cross-cultural issues that were presented during the course. Additional research may be required. 8-10 pp, double-spaced.
LEARNING OUTCOMES:
By the end of the course students will be able to:
- Articulate the complexities of leading across cultures in terms of multidisciplinary and theoretical frameworks.
- Demonstrate knowledge and understanding of the moral and ethical responsibilities of leaders in a global environment.
- Evaluate the social dynamics of leadership and the importance of building relationships in multiple cultural contexts.
- Observe and identify leadership and communication styles that are culture-specific and styles that are common across cultures.
- Describe techniques to meet the challenges of leading, managing, and negotiating across cultures.
- Analyze one’s personal leadership style in terms of culturally-determined values, beliefs, and practices; identify strengths and weaknesses and describe a personal development plan.
- Demonstrate knowledge and skills required to work on cross-cultural and virtual teams.

CONTENT:

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<thead>
<tr>
<th>Session</th>
<th>Content</th>
<th>Assignments</th>
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| Session 1 | Introduction to Leading across Cultures  
Introduction exploring our attitudes towards leadership and culture. Group exercise, leading to reflection on personal values and preferences in leadership. Overview of the course and assessment plan. | READING: Mendenhall  
Journal Entry 1 |
| Session 2 | Theories of Leadership  
The evolution of theoretical views of leadership: traits; behavioral; contextual; and transformational approaches. How are values connected to leadership? Universal leadership characteristics e.g. honesty, ethics, integrity, courage, self-awareness, passion, judgment. | READING: Mendenhall  
Journal Entry 2 |
| Session 3 | Personal orientations  
Leadership, personality and the concept of charismatic leadership. Self-assessment using Belbin, MBTI and other instruments for measuring personality. Developing a Personal Development Plan based on evaluation of strengths and weaknesses. | READING: Cornes  
Journal Entry 3 |
| Session 4 | What is Culture?  
Defining culture with metaphors and models. Levels of cultural diversity within a national ‘culture’: gender, age, religion, ethnicity, etc. How global leaders need to deal with increasing cultural complexity. Case studies showing the need to reconcile differences and challenging the idea that ‘one size fits all’ when it comes to leading across cultures. | READING: Trompenaars  
Journal Entry 4 |
| Session 5 | Culture and Leadership | READING: Northhouse  
Journal Entry 5 |
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<th>Session 6</th>
<th>Global Competencies for International Managers</th>
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<td>Issues faced by leaders in international roles and multicultural contexts. Moving beyond ethnocentric attitudes towards a set of competencies that can be developed and practiced. The importance of building trust. (Guest lecture)</td>
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<td>READING: Gundling</td>
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<tr>
<th>Session 7</th>
<th>Mid-term Review</th>
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<td>Exam on course content from sessions 1-6</td>
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<th>Session 8</th>
<th>Working with Others</th>
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<td>Teamwork and virtual teams; how cultural values affect the way people work in teams. A video dramatization (‘A World of Difference’) will be used to highlight issues for leaders of international and virtual teams.</td>
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<td>READING: Brett, Befahr &amp; Kern Journal Entry 6</td>
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<th>Session 9</th>
<th>Conflict Negotiation and Mediation</th>
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<td>An interactive workshop exploring team working, conflict resolution and communication issues relevant to the context of working in a multicultural environment. Highlighting the growing acceptance that mediating, coaching and mentoring skills are essential for global leaders.</td>
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<th>Session 10</th>
<th>The Art of Persuasion</th>
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<td>How do leaders inspire and persuade? Assertive vs. participative; quiet vs. charismatic leadership styles. Vision; communication; storytelling; role modeling behavior. Balloon Debate: a role play activity to practice persuasion. The ethical dimension. Using extracts from ‘Enron’ and ‘Margin Call’, the ethical dilemmas that leaders often face will be discussed.</td>
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<th>Session 11</th>
<th>Intercultural Competence</th>
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<td>Defining intercultural competence, based on a range of different frameworks. Adaptive leadership: the leader as learner. Decision-making processes across cultures. Using a sense-making approach to harness innovation in organizations. (Guest lecture)</td>
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<td>READING: Osland &amp; Bird Journal Entry 9</td>
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<th>Session 12</th>
<th>Leading in Diversity</th>
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<td>READING: Adler</td>
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What gender issues might affect the leadership of both men and women? What are the socio-economic issues that might empower or disable a leader? What role does age play in different cultures and contexts? Connective leadership and the place of empathy and imagination. Final review of personal leadership attributes and development plan.

**Session 13**

**Group Presentations**

Towards becoming an authentic leader with intercultural and leadership competencies. Review of the semester’s work.

**Final paper due**

**REQUIRED READINGS:**

**General Textbook**


**What is leadership?**


Cross-Cultural Topics

Cross-Cultural Topics: Diversity

The Practice of Leadership

Organizational Theory

RECOMMENDED READINGS:

Video and Audio
• Kennedy, John F. Remarks in Nashville at the 90th Anniversary Convocation of Vanderbilt University. May 18, 1963.
• King, Martin Luther, Jr. I Have a Dream Speech. August 28, 1963.

Case Studies
• Antonakis J. “Leadership: What is it and how it is implicated in strategic change?” International Journal of Management Cases, 8(4), 4-20, 2006.