

**Argosy University**  
**COURSE SYLLABUS**  
B7610

*Leadership in Global and Multicultural Organizations*

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**Faculty Information**

**Faculty Name:** Dr. Andrea Crestan, PhD

**Campus:** San Francisco Bay Area

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**Office Hours:** Tuesdays and Wednesdays from 10 am to 4 pm

**Short Faculty Bio:** A. Crestan received a PhD in Supply Chain Management from Lumière Lyon2 University (France). She has been working, within the framework of her faculty research and management consulting activity, on divers supply chain projects. Dr. Crestan has also served as an adjunct business and management instructor in France and has conducted professional seminars for companies and business associations, such as the Supply Chain Council (European Chapter). Her current research interests include Supply Chain Management (SCM), process modeling and reengineering (BPR) in the context of outsourcing, Project Management, and organizational development and change.

**Course description:**

This advanced course reviews and provides research opportunities on leadership issues in global, international, and multicultural organizations. Culturally sensitive leadership skills, styles, practices, models, trends, theories, and concepts are examined. Attention is given to international ethical, diversity, and conflict management research and practices. The course includes theoretical orientation and theory-to-practice experiences using case studies, demonstrations, and simulations. The course provides an in-depth review and analysis of the latest theories and research on leadership in global and multicultural organizations. Written projects will focus on critical thinking, problem solving, decision making and information literacy. Attention is given to team leadership, team collaboration skills within a culturally diverse world.

**Course Pre-requisites:** None

**Required Textbook:**

Deresky, H. (2008). *International Management: Managing Across Borders and Cultures*. (6th Ed.). Pearson Prentice Hall. ISBN: 97800136143260

Fatehi, K. *Managing Internationally. Succeeding in a Culturally Diverse world.* (2007). Sage Publications. ISBN number: 9781412936903

**Course length:** 7.5 Weeks

**Contact Hours:** 45 Hours

**Credit Value:** 3.0

**Program Outcomes:**

- 1. Research**
  - 1.1. **Performing** – Design, conduct, and justify applied research in a business context using appropriate methodology
  - 1.2. **Understanding** – Evaluate and apply existing theory and research to current business practice
- 2. Communication**
  - 2.1. **Oral** – Present orally, complex business information that is concise, clear, organized, and well supported in a professional manner appropriate to the business context
  - 2.2. **Written** – Present in writing, complex business information that is concise, clear, organized, and well supported in a professional manner appropriate to the business context using required format
- 3. Critical Thinking/Problem Solving**
  - 3.1. **Critical thinking** – Evaluate relevance of established theory to current business practice and identify gaps in current literature
  - 3.2. **Problem Solving/Decision Making** – Given a business situation, diagnose the underlying causes of the situation, evaluate possible solutions, in relation to underlying business theory and determine and defend appropriate course of action
  - 3.3. **Information Literacy** - Conduct an exhaustive literature search from a variety of sources, evaluate the credibility of the sources, and apply that information to create new knowledge
- 4. Team**
  - 4.1. **Leadership** - Conduct an exhaustive literature search from a variety of sources, evaluate the credibility of the sources, and apply that information to create new knowledge
  - 4.2. **Collaboration** - Given a case study or business situation collect, assimilate, and disseminate the views of stakeholders
- 5. Ethics**
  - 5.1. **Ethics** - Given a case study or business situations, evaluate the ethical dimensions of decision situations and personal, social, and corporate responsibility not absolved by market forces

**6. Diversity**


6.1. **Diversity** - Given a case study or business situation evaluate the multicultural dimensions of decision situations and multicultural solutions to business situations



**Course Objectives:**



1. Describe current global, international and multicultural leadership issues and evaluate the ways in which the dilemmas, complexities and subtleties of leadership are affected by those situations and circumstances. (Program Outcomes: 1.1; 1.2; 3.2; 3.3; 6.1)
2. Research and analyze the latest leadership theories, models, concepts, principles and practices regarding leadership issues, within the context of global, international and multicultural organizations.(Program Outcomes: 1.1; 1.2; 3.1; 6.1;13.1)
3. Given the context of a diverse workforce, explore the value and application of multicultural environments for individuals and organizations. (Program Outcomes: 1.1; 1.2; 3.3; 6.1)
4. Examine and assess the role and effects of ethics in leading global, international and multicultural organizations (Program Outcomes: 1.1; 1.2; 3.2; 5.1; 6.1).
5. Analyze the personal and organizational issues of conflict management, within the context of global, international and multicultural leadership. (Program Outcomes: 1.1; 1.2; 3.3; 5.1; 6.1;13.1)
6. Research and analyze the trends in leading global, international and multicultural organizations. (Program Outcomes: 1.1; 1.2; 3.1; 4.1; 5.1; 6.1)
7. Explore and assess the leadership qualities necessary to optimize teamwork, within culturally diverse global and international environments. (Program Outcomes: 1.2; 3.3; 4.1; 4.2; 5.1; 6.1; 13.1)
8. Research leadership characteristics and synthesize them into a cohesive, applicable description of a global, international and multicultural leader.


**Assignment Table**

Module	Module Topics	Readings	Assignments
			<p><b>Important notes:</b>                      The following assignments do NOT include the material that will be covered during the week-ed sessions. Assignments are due each week on the official due date for the course, as determined by the instructor and posted on the class online platform announcement board. Late submissions will most likely occur in a 10% reduction in grade. Submissions that are over two weeks late will simply not be graded. So, please</p>

			<p>plan your study time accordingly.</p> <p>All submissions must have a cover page and are going to be evaluated not only for content accuracy and depth of analysis (75%), but also presentation and writing style (25%). Your submissions MUST contain proper citations and references as per APA guidelines. See the following link for a good APA reference site:  <a href="http://www.apastyle.org/electref.html">http://www.apastyle.org/electref.html</a>  Also, use the APA checklist provided in this syllabus BEFORE submitting your work.</p>
<p><b>1</b></p> <ul style="list-style-type: none"> <li>• Defining and assessing Leadership <ul style="list-style-type: none"> <li>○ Compare and contrast local and global leadership skills and characteristics</li> <li>○ Assess the effect of environments and situations on global leadership skills and characteristics</li> </ul> </li> </ul>	<p>Deresky, Chapter 1, 9, 11</p> <p>Fatehi, Chapter 3, 5</p>  <p>Assignment 1.2.doc</p>	<p><b>Assignment #1.1</b>  In a few paragraphs, discuss the difference between transactional and transformational leadership.</p> <p><b>Assignment #1.2</b>  Read the Toyota case study (Deresky: p. 339-341) and answer to the questions in the Word document Assignment 1.2.</p> <p><b>Assignment #1.3</b>  Research 3 journal articles on the general topic of leadership characteristics and practices; research another 3 on the specific topic of global/international/multicultural leadership skills and characteristics.</p> <p>In a 2-3 page paper, write a synopsis of the above mentioned articles, then compare and contrast the characteristics and practices for each of the two modalities:</p> <ul style="list-style-type: none"> <li>• How are they similar; how are they different?</li> <li>• What reasons and/or situations might explain the similarities and differences?</li> </ul>	
<p><b>2</b></p> <ul style="list-style-type: none"> <li>• Political environment effects on business environment</li> </ul>	<p>Deresky, Chapter 1, 2, 3</p> <p>Fatehi, Chapter 6</p>	<p><b>Assignment #2.1</b>  In a few paragraphs, describe the elements in the business environment that influence the international manager's role.</p>	

	<ul style="list-style-type: none"> <li>• Researching, assessing and applying leadership theories/models <ul style="list-style-type: none"> <li>○ McGregor</li> <li>○ Likert's System 4</li> <li>○ Situational</li> <li>○ Servant</li> <li>○ Participatory/Shared</li> </ul> </li> </ul>	 <p>Assignment 2.2.doc</p>	<p><b>Assignment #2.2</b> Based on your readings, answer to the questions in the Word document Assignment 2.2.</p> <p><b>Assignment #2.3</b> Research 2 articles per theory/model listed in the Module Topics section. Write a 4-5 page analysis (not a summary) of each theory/model. Include an explanation of the applicability, and/or inapplicability, of each to leading global/international/multicultural organizations.</p>
3	<ul style="list-style-type: none"> <li>• Examining and assessing leadership ethics <ul style="list-style-type: none"> <li>○ Compare and contrast leadership ethics in different cultural settings</li> <li>○ Assess the value of the presence of organizational and personal ethics</li> </ul> </li> </ul>	<p>Deresky, Chapter 2, 5 Fatehi, Chapter 2</p>  <p>Assignment 3.2.doc</p>	<p><b>Assignment #3.1</b> In a few paragraphs, discuss the distinction between ethics and social responsibility. Also, describe the worldwide practices that MNCs have developed as a means of confronting concerns of ethical behavior and social responsibility.</p> <p><b>Assignment #3.2</b> Based on your readings, briefly answer to the questions in the Word document Assignment 3.2.</p> <p><b>Assignment #3.3</b> Read the article "Comparative Management in Focus" (Deresky, p. 167-170).</p> <p>In a 2-3 page paper, address the following elements:</p> <ul style="list-style-type: none"> <li>• Explain three important characteristics of the Chinese culture that affect the negotiation process.</li> <li>• Discuss how these characteristics affect the negotiation process.</li> <li>• Also, explain three important negotiating styles and expectations of the Chinese that one needs to be aware of when negotiating in China.</li> </ul>
4	<ul style="list-style-type: none"> <li>• Exploring and</li> </ul>	<p>Deresky, Chapter 3,</p>	<p><b>Assignment #4.1</b></p>

	<p>analyzing the effects of culture and diversity</p> <ul style="list-style-type: none"> <li>○ Examine the core aspects of global/international/multicultural organizational cultures</li> <li>○ Examine the core aspects of diverse organizations</li> </ul>	<p>4, 5 Fatehi, Chapter 3</p>  <p>Assignment 4.2.doc</p>	<p>In a few paragraphs, describe and compare high-contact and low-contact cultures. Then, describe and compare high-context and low-context cultures.</p> <p><b>Assignment #4.2</b> Based on your readings, briefly answer to the questions in the Word document Assignment 4.2.</p> <p><b>Assignment #4.3</b> Discuss the benefits of multiculturalism.</p>
<p>5</p>	<ul style="list-style-type: none"> <li>• Analyzing leadership and teamwork, within a global context. <ul style="list-style-type: none"> <li>○ Assess the core characteristics of a global/international/multicultural team</li> <li>○ Examine the leadership skills and characteristics essential to effectively leading global teamwork.</li> </ul> </li> </ul>	<p>Deresky, Chapter 3 Fatehi, Chapter 5 1<sup>st</sup> Week-end Presentation: Team Leadership Chapter 10 Leadership Theory and Practice</p>  <p>Assignment 5.2.doc</p>	<p><b>Assignment #5.1</b> Match scholars to the below mentioned information and provide, in a few paragraphs, a synopsis of their theories.</p> <ol style="list-style-type: none"> <li>1. Larson and LaFasto</li> <li>2. Hackman and Walton</li> </ol> <ul style="list-style-type: none"> <li>• _____ provided grounded research support for the group effectiveness approach.</li> <li>• _____ studied real-life successful teams and found 8 characteristics that consistently associated with team excellence.</li> </ul> <p><b>Assignment #5.2</b> Based on your readings, briefly answer to the questions in the Word document Assignment 5.2.</p> <p><b>Assignment #5.3</b> Research suggests that management teams are superior to individuals in their power to make effective decisions. Given the underlying cultural characteristic of individualism in the U.S., discuss, in a 1-2 page paper, if U.S. firms will be able to develop teams that are as strong as</p>

	<p>those of their foreign competitors.</p> <p><b>Assignment #6.1</b> Exhibit 6-3 (Deresky, p. 214) identifies a full range of global corporate objectives. In a few paragraphs, explain in what ways the functional objectives (marketing, finance, etc.) might conflict with each other. Also discuss how these conflicts might be resolved.</p> <p><b>Assignment #6.2</b> Based on your readings, briefly answer to the questions in the Word document Assignment 6.2.</p> <p><b>Assignment #6.3</b> In a 2-3 page paper, address the following subjects: You are considering a joint venture in Russia between your U.S. firm and a Russian firm (Deresky, p. 248-250):</p> <ul style="list-style-type: none"> <li>• List five of the problems you anticipate with the IJV in Russia, along with the possible solutions/ways to minimize the risk of each of those problems.</li> <li>• Organize your answer as “Problems” and “Solutions.”</li> <li>• From your readings, what are some of the challenges in implementing global alliances?</li> <li>• Describe the criteria a firm should use to keep an alliance from becoming a new form of competition.</li> </ul>	<p>Deresky, Chapter 5, 6, 7</p>  <p>Assignment 6.2.doc</p>	<ul style="list-style-type: none"> <li>• Assessing and applying conflict management within a global context <ul style="list-style-type: none"> <li>○ Examine the causes of and solutions to cross-cultural conflict</li> <li>○ Assess the leadership skills and characteristics necessary for managing conflict within global teams and/or organizations</li> </ul> </li> </ul>
<p>6</p>	<p><b>Assignment #7.1</b> In a few paragraphs, list the four development strategies recommended by Morrison, Gregersen, and Black through which companies and managers can meet the requirements of effective global leadership. Also, Distinguish between leadership content and context.</p>	<p>Deresky, Chapter 7, 10, 11</p> <p>Fatehi, Appendix A, B</p>	<ul style="list-style-type: none"> <li>• Examining and analyzing trends <ul style="list-style-type: none"> <li>○ Assess the future of leadership within a global/international</li> </ul> </li> </ul>

I/Multicultural environment  
 o Synthesize the essential leadership characteristics and skills into a cohesive image of the leaders of current and future global/international I/Multicultural organizations



**Assignment #7.2**  
 Based on your readings, briefly answer to the questions in the Word document Assignment 7.2.

**Assignment #7.3**  
**Final Reflective - Group work on Case Studies**

**Description & Parameters:**

The final paper (PPoint presentation and handout) for the course is expected to be 8 - 10 pages long, *plus* a cover page, abstract, reference pages and appendices (if needed). The final reflective must contain the following qualities:


- Introduction (a statement of the problem)
- Literature Review (a discussion of the pertinent literature)
- Body (a discussion of how the literature relates to the project)
- Summary and Future Research Recommendations.

**The final paper will be graded on the:**

- Presentation (preferably by all members of each group) = 50%
- Quantity and quality of information meets the course objectives = 25%
- Quality of writing/handout = 25%

***This assignment is designed to assist students in developing the following course performance objectives:***

1. Performing and Understanding Research
2. Written Communication Skills
3. Critical Thinking/Problem-solving/Decision-making/Information Literacy
4. Ethics/Diversity
5. Teams/Leadership

	<p><b>Final Papers due to professor at, or before, Midnight, the day BEFORE the Presentation takes place.</b></p> <p><b>Assignment #8.1</b> Based on your readings, briefly answer to the questions in the Word document Assignment 8.2.</p> <p><b>Assignment #8.2</b> In a 1 page paper, Answer the following question. Is it appropriate to use the same leadership style across all EU countries, or should the style vary?</p>	<p><b>8</b></p> <ul style="list-style-type: none"> <li>• Application and Value of Leadership in Global and Multicultural Organizations <ul style="list-style-type: none"> <li>○ Review and Integrate Course/Program Objectives.</li> <li>○ Demonstrate the professional and personal value of the study of leading innovation and change.</li> </ul> </li> </ul>	<p>Deresky, Chapter 11 Fatehi, Chapter 5, 12</p> <p>Review program and course objectives</p>  <p>Assignment 8.2.doc</p>
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*Please note that course instructor reserves the right to modify and/or change parts of this syllabus as deemed necessary and with prior notice.*

## Grading Criteria

### Grading Scale

<b>A</b>	100 – 93
<b>A-</b>	92 – 90
<b>B+</b>	89 – 88
<b>B</b>	87 – 83
<b>B-</b>	82 – 80
<b>C+</b>	79 – 78
<b>C</b>	77 – 73
<b>C-</b>	72 – 70
<b>F</b>	69 and below

### Grading requirements

<i>Attendance/participation</i>	25%
<i>Weekly Assignments</i>	50%
<i>APA respect</i>	25%
	100%

## APA Publication Manual – Writing Checklist

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This checklist will help you to edit your APA research paper for correct formatting per APA 5<sup>th</sup> edition requirements. After writing your paper, check that you have done the following:

- ☐ The entire document is double-spaced.
- ☐ You used either Times New Roman or Courier in a 12 point font.
- ☐ You have used 1.0 inch margins on all four sides.
- ☐ Your entire document is written in past tense. When discussing current hypotheses and contributions (Introduction and Discussion), you may use present tense.
- ☐ You have numbered all pages in sequence starting with the Title page.
- ☐ You have avoided using personal pronouns and modifiers (e.g., my, me, I, our, we, etc.).
- ☐ Nothing in the document is bolded.
- ☐ You used five space paragraph indents throughout the body.
- ☐ Your title page contains:
  1. A right justified header that consists of 12 words followed by five spaces and the page number. Header must be inserted, not manually entered.
  2. A left justified running head with an abbreviated title that is capitalized and no more than 50 characters.

3. Your full title (10-12 word maximum) centered on the page, followed on the next line by your name centered (no titles), followed on the next line by your institutional affiliation centered.
  - ▣ Your abstract is no longer than 120 words. It is titled, Abstract, which appears centered on the first line. The first line of text is not indented.
  - ▣ The full title also appears centered on the first line of the Introduction.
  - ▣ Every work that is cited in the body is referenced on the Reference page. Likewise, every reference on the Reference page has been cited at least once in the body.
  - ▣ To cite the work of others, you have either paraphrased or used a direct quote. Make sure all paraphrases have been cited using the author(s) names and dates of publication. Make sure all direct quotes:
    1. Have been cited using the author(s) names, dates of publication, and page number(s) from which the quote was taken.
    2. If quote is 39 or fewer words, it should appear in quotation marks.
    3. If a quote is 40 or more words, it should appear as an indented block without quotation marks.
  - ▣ When citing others, you made every attempt to paraphrase instead of using quotes. However, if you used three or more consecutive words from the author(s), you must cite by direct quoting.
  - ▣ The title References appears centered on the Reference page. References appear alphabetically by first author's last name. The first line of each reference is not indented. Subsequent lines are indented five spaces.
  - ▣ Journal and Text names are italicized, not underlined. Volume numbers are italicized. Issue numbers appear in parentheses and are not italicized. You must include both the first and last page numbers on journal article references.
  - ▣ Make sure that electronic (Internet) sources have been referenced correctly (see Manual).

- # Make sure you have performed a spelling and grammar check on the completed document.
  - # Make sure that you have thoroughly cited, so that no material has been plagiarized!
  - # Your content, organization, and headings are appropriate. Most assignments or research papers will need no more than three heading levels (level 1, 2, and 4-See pages 114-115 in your APA guide). Make sure your essay contains a strong problem statement ( if applicable).
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***Important note: Completing this checklist does not guarantee you an “A” grade on your paper. Each research project/paper has different details and requirements. You are responsible for knowing your project/assignment details and parameters, as outlined in the APA Manual and/or your course syllabus.***

#### **Library:**

*All resources in Argosy University’s online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.*

Library Resources: Argosy University’s core online collection features nearly 21,000 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosyu.edu>. Detailed descriptions of online resources are located at <http://library.argosyu.edu/misc/onlinebiblist.html>.

In addition to online resources, Argosy University’s onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarians.

Information Literacy: Argosy University’s Information Literacy Tutorial was developed to teach students fundamental and transferable research skills. The tutorial consists of five modules where students learn to select sources appropriate for academic-level research, search

periodical indexes and search engines, and evaluate and cite information. In the tutorial, students study concepts and practice them through interactions. At the conclusion of each module, they can test their comprehension and receive immediate feedback. Each module takes less than 20 minutes to complete. Please view the tutorial at <http://library.argosyu.edu/infolit/>

### **Academic Policies**

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the *Publication Manual of the American Psychological Association, 5<sup>th</sup> Edition (2001)*. Washington DC: American Psychological Association (APA) format. Please refer to Appendix A in the *Publication Manual of the American Psychological Association, 5<sup>th</sup> Edition* for thesis and paper format. Students are encouraged to purchase this manual (required in some courses) and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through “Turnitin,” ([www.turnitin.com](http://www.turnitin.com)), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

### **Americans with Disabilities Act Policy**

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student’s responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

### **The Argosy University Statement Regarding Diversity**

The Argosy University provides equitable access through its services and programs to students of any social, geographic and cultural background, regardless of gender, and strives to prepare all candidates to work with and provide services to diverse populations. Argosy demonstrates its commitment to diversity through the development and support of a diverse educational community.