I. IDENTIFYING INFORMATION

Course: MSA 510
Course Title: Global Leadership Perspectives
EPN: 22246432
Term: Fall II
Location: Atlanta Metro
Course Dates: 10/3, 10/4, 10/17, 10/18, 10/31, 11/1/2014
Course Days and Times: Fri 6:00PM-10:00PM; Sat 8:00AM-5:00PM;

Prerequisites: Prerequisite: LDR 200 and 86 semester hours completed; or Graduate Standing

Blackboard:
Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a shell, is automatically created for every CMU course. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you prior to the course start date. Seeing the course shell listed in Blackboard with unavailable adjacent to its title is an indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser and enter https://blackboard.cmich.edu/webapps/login/. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course's Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at https://blackboard.cmich.edu/webapps/login/.

Instructor: Ronnie Wilson
Primary Phone Number: 770 933-7677 (CMU-Tuesdays)
Secondary Phone Number: 770 516-5257 (home)
E-Mail Address: wilso1rd@cmich.edu
Availability: CMU 1-4:30 p.m. Tuesdays, Home 9:30 a.m. to 9:30 p.m.

Academic Biography:
B.S., Journalism, Arkansas State Univ., 1970
J.D., Law, Woodrow Wilson College of Law, 1978
M.S.A. (Health Care) Central Michigan, 1993
Psychological Operator's Course, 1978
Judge Advocate General's Basic Course, 1981
Command and General Staff College, 1987
DOD, Senior Public Affairs Officers Course (active) 1990
National Defense University, Reserve Component National Security Course, 1992

Mr. Wilson is Associate Professor, full-time, at CMU. He retired after 33.5 years with the federal government and his most recent position was Ombudsman for the federal agency that conducts health studies around hazardous waste sites. Previously he served as the Executive Director of the Delta Regional Authority, a federal/state partnership seeking to improve the lives of 10 million people in 8 states along the Mississippi River. Mr. Wilson has appeared before Congress to provide details of his investigatory work.

Wilson has served as President, Legal Counsel and Board member of the Spina Bifida Association of Atlanta. He served as Vice President of the Spina Bifida Association of America for 2 years and as a Board member for 5 years and directed national fundraising for 3 years. For 3 ½ years, while on loan from the U.S. EPA, he served as Southern Regional Director of the Sunshine Foundation (the original wish granting organization) granting wishes to chronically and terminally ill children, serving 1,050 children.

For 23.5 years, Mr. Wilson worked with the Environmental Protection Agency in a variety of public affairs, investigator, enforcement positions and as Regional Ombudsman. He is a retired Army Reserve officer, having held a number of positions in public affairs, logistics, and psychological operations. He also commanded an Army History Detachment and has testified before Congress.
regarding his investigative activities.

Mr. Wilson has served as the developer of MSA 699, MSA 614, and the new version of MSA 604. He has taught online and in more than 37 CMU locations.

II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS

Order books from MBS at http://bookstore.mbsdirect.net/cmu.htm

Textbooks and Course Materials:

Title: Contemporary leadership and intercultural competence: Exploring the cross-cultural dynamics within organizations
Author: Moodian, M.
Edition: N/A
Publisher: Sage
Required: Yes

Title: Leading with Cultural Intelligence
Author: David Livermore
Edition: N/A
ISBN: 9780814414873 (hard) or 0 81441487-7 (paper)
Publisher: AMACOM
Required: Yes

Course Reserves: N/A

Required Materials: N/A

Recommended Materials: N/A

III. COURSE DESCRIPTION

An examination of established and emerging perspectives on global leadership. The student will focus on geo-leadership models which impact administration across borders and cultures. This course may be offered in an online or hybrid format.

IV. COURSE GOALS AND OBJECTIVES

After successful completion of this course, the student will be able to:

1. Apply the 21st century dimensions to intercultural and organizational effectiveness.
2. Develop intercultural insights into their personal leadership style.
3. Demonstrate and apply the impact of globalization to administration.
4. Summarize intercultural synergy and apply it to effectively leading multicultural teams.
5. Critique geo-leadership models and geo-leadership dimensions to current organization and administration practices.
6. Synthesize the impact of the geo-leadership dimensions and relate them to intercultural quotient.
7. Analyze and evaluate a leader’s cultural quotient to achieve personal, team and organizational goals.

V. METHODOLOGY

METHODOLOGY

• Lecture
• Group discussions
COURSE GOALS AND OBJECTIVES

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5. Critique geo-leadership models and geo-leadership dimensions to current organization and administration practices.
6. Synthesize the impact of the geo-leadership dimensions and relate them to intercultural quotient.
7. Analyze and evaluate a leader’s cultural quotient to achieve personal, team and organizational goals.

VI. COURSE OUTLINE/ASSIGNMENTS

Pre-Class Assignment:
Read the syllabus and the Chapters assigned for week one.

Course Outline:
See The course assignments and dates below.

Assignment Due Dates:

<table>
<thead>
<tr>
<th>COURSE OUTLINE/ASSIGNMENTS</th>
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</thead>
<tbody>
<tr>
<td><strong>Week-end 1</strong></td>
</tr>
<tr>
<td><strong>October 3/4, 2014</strong></td>
</tr>
<tr>
<td>Review Syllabus and Keys to Success</td>
</tr>
<tr>
<td>Livermore Chapter 1 &amp; 2, Moodian Chapters 1, 2, 9, 10 and 15</td>
</tr>
<tr>
<td>I. 21st century leadership</td>
</tr>
<tr>
<td>• Definition of globalization</td>
</tr>
<tr>
<td>• Impact of globalization</td>
</tr>
<tr>
<td>• Past, current, and future</td>
</tr>
<tr>
<td>• Geo-leadership theories/models</td>
</tr>
<tr>
<td>I. GLC Model</td>
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<tr>
<td>II. Geo-leadership dimensions</td>
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<tr>
<td>o Change</td>
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<tr>
<td>o Capability</td>
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<tr>
<td>o Care</td>
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<tr>
<td>o Communication</td>
</tr>
<tr>
<td>o Consciousness</td>
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<tr>
<td>o Context</td>
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<tr>
<td>o Contrast</td>
</tr>
<tr>
<td>o Self-Awareness, Self-Management, Self-Regulation, Social Awareness</td>
</tr>
<tr>
<td>• ?Intercultural Leadership Dimensions with the GLOBE Study</td>
</tr>
<tr>
<td>Nine major dimensions of cultures (Future orientations, gender egalitarianism, assertiveness, humane orientation, in-group collectivism, performance orientation, power concentration vs. decentralized, and uncertainty</td>
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<tr>
<td>Week-end 2</td>
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<td>------------</td>
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<tr>
<td><strong>Week-end 2</strong></td>
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<tr>
<td>• Cultivating Cultural Intelligence in administration</td>
</tr>
<tr>
<td>• What is your Cultural Quotient using the inventory</td>
</tr>
<tr>
<td>Livermore Chapters 3, 4, 5, 6 and 9</td>
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<tr>
<td>• CQ Drive</td>
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<tr>
<td>• CQ Knowledge</td>
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<tr>
<td>• CQ Strategy</td>
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<tr>
<td>• CQ Action</td>
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<tr>
<td>• In Depth analysis of the GLOBE Study</td>
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<tr>
<td>• Theoretical impacts of culture and industry</td>
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<tr>
<td>• Relationship between GLOBE and cross-cultural information</td>
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<tr>
<td>• GLOBE Leadership Scales</td>
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<tr>
<td>• GLOBE Performance Indicators</td>
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<tr>
<td>• Comparison of high versus low performance-oriented societies</td>
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<tr>
<td>• Comparison of GLOBE findings with relevant literature</td>
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<tr>
<td>• The relationship between societal and organizational practices and societal and organizational values.</td>
</tr>
</tbody>
</table>

**DUE:** GLOBE LEADERSHIP RESEARCH PAPER – 300 points

<table>
<thead>
<tr>
<th>Week-end 3</th>
<th>November 31/December 1, 2014</th>
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</thead>
<tbody>
<tr>
<td><strong>Week-end 3</strong></td>
<td><strong>November 31/December 1, 2014</strong></td>
</tr>
<tr>
<td>This is a self-study/independent study and discovery effort. This effort will be outside of class.</td>
<td>Moodian Chapter 16, 20</td>
</tr>
<tr>
<td>GLOBE empirical findings and case studies</td>
<td>GLOBE empirical findings and case studies</td>
</tr>
<tr>
<td>• Societal demographics and leadership performance orientation</td>
<td>• Societal demographics and leadership performance orientation</td>
</tr>
<tr>
<td>• Performance orientation as a dimension of organizational culture</td>
<td>• Performance orientation as a dimension of organizational culture</td>
</tr>
<tr>
<td>• Cross-cultural differences in gender egalitarianism.</td>
<td>• Cross-cultural differences in gender egalitarianism.</td>
</tr>
<tr>
<td>• Future orientations with GLOBE Study</td>
<td>• Future orientations with GLOBE Study</td>
</tr>
<tr>
<td>• Final Exam- 100 points</td>
<td>• Final Exam- 100 points</td>
</tr>
<tr>
<td>• The exam will be in the class room</td>
<td>• The exam will be in the class room</td>
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</tbody>
</table>

**DUE:** GLOBE GROUP ANALYSIS REPORT – 100 points
Participation and attendance will have a value of 100 points throughout the course.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due Date</th>
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</thead>
<tbody>
<tr>
<td>GLOBE Group Analysis Report (100 points)</td>
<td>November 31/December 1, 2014</td>
</tr>
<tr>
<td>Global Leadership Research Paper (300 points)</td>
<td>October 18, 2014</td>
</tr>
<tr>
<td>Final Exam (100 points)</td>
<td>December 1, 2014</td>
</tr>
</tbody>
</table>

**Post-Class Assignment:**
There is no post class assignment.

**Student Involvement Hours:**
Student involvement and expenditure of time will vary, however it is anticipated that students will spend two to three hours outside the classroom for each classroom hour.

**VII. CRITERIA FOR EVALUATION**

**Evaluation Criteria:**

- **Final Exams:** A final exam will be given during the course. The exam may consist of multiple-choice, true/false, short answer, fill in the blank, matching, case studies analysis and/or essay questions. Exam responses will be evaluated based on accuracy, precision, and clarity. The final exam may be cumulative. **Value 100 points**

- **Papers and Exams and other documents:**
  (All papers are to follow APA format and the student must keep a copy for their records) Students will also be expected to comply with the standard rules of grammar, APA style and the CMU Student Ethics Policy regarding the giving of credit for the works of others, or plagiarism.

- **GLOBE Group Analysis:** The students will be assigned to a selected group with a country provided by the instructor. The list of questions must be researched and evaluated for each country. The students are expected to access the CMU Library for authentic research to one of the following: Argentina, Brazil, Canada, China, France, Germany, India, Mexico, New Zealand, Russia, South Africa, South Korea, or Spain. It is expected you will topics from class, which include one multicultural theory, into your paper. **Value 100 pts.**

  The instructor will have groups selected on the 1st week-end of class. It is important for the groups to manage their time effectively. More information is embedded in the BB shell. A minimum of 10 pages will be expect from graduate students. A grade will be provided for the overall paper for the entire group. Individual grades may be lowered after a peer evaluation is complete by the other group members and returned to the instructor.

- **Global Leadership Research Paper:** The first portion of your paper requires the student to research synthesize and report their current skill set of Strengths, Weaknesses, Opportunities and Threats (SWOT) within the cultural intelligence area. When this SWOT is complete, the student will take this information and evaluate four to five (4-5) CQ practices which an organization can implement which can foster a results-oriented environment yet encourages multicultural understanding from employee groups. More information is available in the BB Shell. Minimum of 10 pages is required for graduate students, excluding, title page, table of contents, abstract/executive summary and reference page. **Value 300 points**

  The instructor will have groups selected on the 1st week-end of class. It is important for the groups to manage their time effectively. More information is embedded in the BB shell. A minimum of 10 pages will be expect from graduate students. A grade will be provided for the overall paper for the entire group. Individual grades may be lowered after a peer evaluation is complete by the other group members and returned to the instructor.

- **Attendance and Participation:** **(Value 100 points)** Classroom participation will be evaluated with responses to the questions posted weekly in the Blackboard Shell. During each chapter/week, there will opportunities to read and synthesize case studies, cultural reflections and other group reactions to the class.

  **Attendance is mandatory.**
### Guide to grading responses

<table>
<thead>
<tr>
<th>Approximate Guide for GPA Percents</th>
<th>Papers and Writing Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 to 100% (4.0 to 3.7)</td>
<td>The response to the assignment reflects a high degree of accuracy, it is written clearly, and represents thoughtful consideration of the material.</td>
</tr>
<tr>
<td>80 to 89% (3.69 to 2.7)</td>
<td>The response to the assignment is mostly accurate, written in an acceptable fashion, and/or represents a generally thoughtful consideration of the material.</td>
</tr>
<tr>
<td>70 to 79% (2.69-1.7)</td>
<td>The response to the assignment is inaccurate in some important ways, has a number of grammatical errors, and/or demonstrates a limited amount of thoughtful consideration of the material.</td>
</tr>
<tr>
<td>1 to 69% (1.7 to .1)</td>
<td>The response is mostly inaccurate, written in a way that is very unclear, and/or demonstrates a very limited amount of thoughtful consideration of the material.</td>
</tr>
<tr>
<td>0</td>
<td>Assignment not turned in or major issues of plagiarism are found</td>
</tr>
</tbody>
</table>

### Grading Scale:

**Grading Scale:**

- **A** = 564-600 Course points (94 – 100%)
- **A-** = 546- 563 Course points (91 – 93%)
- **B+** = 522-563 Course points (87 – 91%)
- **B** = 504 –521 Course points (84 – 86%)
- **B-** = 480 – 503 Course points (80 – 83%)
- **C+** = 462- 479 Course points (77 – 79%)
- **C** = 438-461 Course points (73 -76%)
- **E** = Below 438 Course points

***Note to Graduate Students:*** There is no grade C- or D in the graduate marking system. When a grade below a C is assigned to a graduate student, the Registrar's Office will convert the grade to an E before recording it on the student's permanent record. Courses in which the student earns or has earned a grade below C do not count toward meeting any graduate degree requirement, nor are they accepted, following the completion of the baccalaureate degree, for the removal of deficiencies. Particular programs may have more stringent grade requirements. See the CMU Graduate Bulletin for details.

**Late Assignments:**

**Late Assignments:** Late assignments will not be accepted unless pre-approved by the faculty member. If pre-approved, (i.e.
papers, exams) will be penalized 10% of the assignment grade for each day the assignment is late. Late assignments may be submitted to the instructor via email attachment. However, receipt of a late assignment via email is subject to verification of the attachment’s functioning.

**Make-ups and Rewrites:**

**Make-Ups and Rewrites:** Make-ups for exams and papers require official documentation from a doctor or other authoritative source. Assuring appropriate conditions for the make-up exam are the responsibility of the student.

**VIII. EXPECTATIONS**

**Attendance and Participation:**

**Copies of Assignments:** Attention CMU students: It is your responsibility to retain a copy of any materials that you mail or hand in to a center or to your instructor. This includes, but is not limited to, exams, assignments, cases, or reports.

**Attendance and Participation:** Classroom participation will be evaluated with responses to the questions posted weekly in the Blackboard Shell. During each chapter/week, there will opportunities to read and synthesize case studies, cultural reflections and other group reactions to the class. Attendance is mandatory.

**Academic Integrity:**

Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (https://bulletins.cmich.edu/).

**Student Rights and Responsibilities:**

Each member of the Central Michigan University community assumes an obligation regarding self conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx.

**IX. SUPPORT SERVICES AND OTHER REQUIREMENTS**

**Global Campus Library Services (GCLS)**

CMU offers you a full suite of library services through its Global Campus Library Services (GCLS) department. Reference librarians will assist you in using research tools and locating information related to your research topic. The library's Documents on Demand office will help you obtain copies of the books and journal articles you need. Check out the GCLS website at http://gcls.cmich.edu for more information.

**Reference librarian contact information:**

1. By phone: (800) 544-1452.
2. By email: oclsref@cmich.edu
3. By online form: http://www.cmich.edu/library/gcls/Pages/Ask-a-Librarian-Request-Form.aspx

**Documents on Demand office contact information:**

1. By phone: (800) 274-3838
2. By email: docreq@cmich.edu
3. By fax: (877) 329-6257
4. By online form: http://www.cmich.edu/library/gcls/Pages/Documents-on-Demand.aspx

**Writing Center**
The CMU Writing Center is a free online service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. Suggestions and feedback are typically provided within two business days. For additional information and to submit work, visit http://webs.cmich.edu/writingcenter/

Mathematics Assistance Center

The CMU Mathematics Assistance Center provides free tutoring in mathematics and statistics to students enrolled in select courses. Tutoring is available online and via telephone. To see what courses qualify and to register with the Math Assistance Center, visit http://global.cmich.edu/mathcenter/tutoring-request.aspx.

ADA

CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact Susie Rood, Director of Student Disability Services at (800) 950-1144, extension 3018 or email her at sds@cmich.edu, at least 4 weeks prior to registering for class. Students may find additional ADA information and forms at https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx

Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.

X. BIBLIOGRAPHY


Center Information

Central Michigan University
Atlanta Metro Center
2120 Powers Ferry Rd., SE
Ste. 200
Atlanta, GA  30339