

**CENTRAL MICHIGAN UNIVERSITY**  
**MSA 510 SYLLABUS**  
**Spring I, 2017**

**IDENTIFYING INFORMATION**

**Course:** MSA 510  
**Course Title:** Global Leadership Perspectives  
**EPN:** 22365243  
**Term:** Spring I, 2019  
**Location:** Rowe 229  
**Course Days and Times:** Tuesdays, 5:30-10:20 P.M., 01/08 to 02/26/2019

**Blackboard:**

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**Instructor:** Dr. David Freed  
**Primary Phone Number:** 517-290-0564  
**Secondary Phone Number:** N/A  
**E-Mail Address:** [freed1de@cmich.edu](mailto:freed1de@cmich.edu)  
**Availability:** Anytime  
**Academic Biography:**

The instructor holds a B.A. degree from the University of Michigan-Flint, an M.S. degree from Michigan State University, and a Doctorate in Public Administration from Western Michigan University. He has held a variety of managerial and executive positions working for the State of Michigan for over 32 years, and has taught in the MSA Program for 18 years. Dr. Freed is currently an Assistant Professor in the Master of Science in Administration Degree Program at Central Michigan University. He teaches MSA 502,503, 510, 600, 601, 603, 604, 698 and 699.

## **I. 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.

## **II. PREREQUISITES**

LDR 200 and 86 semester hours completed; or Graduate Standing

## **III. TEXTBOOKS AND INSTRUCTIONAL MATERIALS**

**Title:** HBR's 10 Must Reads on Managing Across Cultures

**Author:** Harvard Business Review

**Edition:** current (2016)

**ISBN:** 978-1-6336-9162-9

**Publisher:** Harvard Business Review Press

**Required:** Yes

**Title:** Leading With Cultural Intelligence: New Secret to Success

**Author:** Livermore

**Edition:** 2nd

**ISBN:** 978-0-8144-4917-4

**Publisher:** American Mgt Assoc

**Required:** Yes

## **IV. COURSE GOALS AND OBJECTIVES**

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

1. Apply the 21<sup>st</sup> 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

Lecture, group discussions, evaluation of case studies, synthesis of interdisciplinary literature, self-assessment/review, examinations, evaluations, and assessments

## VI. COURSE OUTLINE

### Course Outline:

<b>Jan. 08</b>	Livermore book – Read Chapter 1: Culture Matters  HBR book – Read Articles 1 & 2: Cultural Intelligence; Managing Multicultural Teams  Groups will be formed for presentation of future assigned material
<b>Jan. 15</b>	Livermore book – Read Chapters 2 and 3 : What is Cultural Intelligence?; CQ Drive: Discover the Potential  HBRbook – Read Article 3: L’Oreal Masters Multiculturalism
<b>Jan. 22</b>	Livermore book – Read Chapter 4 : CQ Knowledge: Part 1 HBR book – Read Articles 4 and 5: Making Differences Matter; Navigating the Cultural Minefield
<b>Jan. 29</b>	Livermore book – Read Chapter 5: CQ Knowledge: Part 2  Mid-Term Examination
<b>Feb. 5</b>	Livermore book – Read Chapter 6: CQ Strategy  HBR book – Read Articles 6 and 7: Values in Tension; Global Business Speaks English
<b>Feb. 12</b>	Livermore book – Read Chapter 7: CQ Action

	<p>HBR book:  Read Articles 8 and 9: 10 Rules for Managing Global Innovation; Lost in Translation</p> <p>Group Analysis Report due</p>
<b>Feb. 19</b>	<p>Livermore book –  Read Chapter 8: The ROI for Culturally Intelligent Leaders</p> <p>Moodian book –  Read Article 10: The Right Way to Manage Expats</p> <p>CQ Leadership Research Paper due, and class presentations of the papers by each group</p>
<b>Feb. 26</b>	<p>Livermore book –  Read Chapter 9: Developing a Culturally Intelligent Team</p> <p>Final Examination</p>

**Post-Class Assignment:**

None. All work is completed by the end of week 8.

**Student Involvement Hours:**

It is critical to be prompt with your reading, homework, exams and other education duties. It is recommended you spend at least 9- 12 hours per week on this course. Some weeks will not as much but others will be time consuming.

**VII. CRITERIA FOR EVALUATION**

Final grades will be based on performance on the two exams totaling (400 points); Group Analysis Report (200 points); and a CQ Leadership Research Paper (300 points). Participation will be evaluated on the basis of (1) the regularity of the students’ participation, (2) whether the students take the leading roles in certain discussions, (3) asking reading-informed questions about course subject matter, (4) in a group, whether the students play the roles of leaders and followers well.

Grades listed on Blackboard will be scored in terms of course points. Feedback on assignments will also be presented in Blackboard. There is a total of 1000 course points possible.

Assignment	Course Points
Classroom participation	100
Mid-term exam	200

Group Analysis Report	200 (150 for the paper, 50 for the presentation)
CQ Leadership Research Paper	300 (200 for Undergraduate students)
Final Exam	200
Total	1000 (900 for Undergraduates)

**Evaluation Criteria:**

**Mid-Term and Final Exams:** Two exams are given during the course. Each exam will consist of essay questions. Exam responses will be evaluated based on accuracy, precision, and clarity.

**Papers and Exams and other documents:**

(All papers are to follow APA format and the student must keep a copy for their records)

**Group Analysis:** The students will be assigned to a selected group with a country provided by the instructor. The list of questions must be research and evaluated for each country. The students are expected to access the CMU Library for authentic research to one 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. Other countries will be considered or added by the instructor.

The instructor will have groups determined by the 2<sup>nd</sup> week of class. It is important for the groups to manage their time effectively. More information is embedded in the BB shell. 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.

**CQ 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 **(2-3 CQ Practices for undergraduate students)** which an organization can implement and foster a results-oriented environment yet encourages multicultural understanding from employee groups. More information is available in the BB Shell. The length of the paper is **8 pages for undergraduate students and 10 pages for graduate students.**

**Attendance and Participation:**

Attendance, demonstrated in task participation, is mandatory to be able to contribute in a timely manner to course learning experiences. There will be no exceptions to this policy.

**Semester Grading Scale:** Please note that the grade of "C-" will not count towards a graduate degree.

Graduate Students		Undergraduate Students	
94-100%	A	94-100%	A
90-93%	A-	90-93%	A-
87-89%	B+	87-89%	B+
84-86%	B	84-86%	B
80-83%	B-	80-83%	B-
77-79%	C+	77-79%	C+
74-76%	C	74-76%	C
<74%	E	73-70%	C-
		67-69%	D+
		64-66%	D
		60-63%	D-

**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:**

There are no make-up assignments or rewrites. There will be no extra-credit assignments or extra-credit work accepted at any time during this course, unless specifically approved by the professor.

Attendance and Participation: Required

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>.

## **VIII. SUPPORT SERVICES AND OTHER REQUIREMENTS**

### Library Services

CMU offers you a full suite of library services through the University Library. 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 library website at <https://www.cmich.edu/library/Pages/default.aspx> for more information.

### Writing Center

The CMU Writing Center is a free service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. For additional information and to submit work, visit <https://www.cmich.edu/colleges/chsbs/Centers/WritingCenter/Pages/default.aspx>.

### 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 <https://www.cmich.edu/colleges/cst/math/Pages/Mathematics-Assistance-Center.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 the Student Disability Services office in Park Library 120, telephone (989) 774-3018 and TTY (989) 774-2568 or [sds@cmich.edu](mailto:sds@cmich.edu). Please see additional ADA information and forms at <https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx>

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

## **IX. BIBLIOGRAPHY**

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