Leadership Across Cultures

Section A

Spring 2017
Credits: 3

Location: Copenhagen

Major Disciplines: Business, Leadership Studies and Management

Faculty Member: Morten King-Grubert,
Program Director: Susanne Hovmand, V7.36,
Assistant Program Director: Anne Christine Møljkær Nielsen, V7.36

Time: Tuesdays 14:50 – 17:45
Class Location: V23.201

Course description:
Cultural diversity doesn’t only exist between national cultures; it also exists between different corporate and professional cultures within the same organization. Previously, cross-cultural training has primarily been focused around outlining the differences between various national stereotypes with little or no attention on how we can benefit from this diversity. Today we live in a globalized world, where cultures blend together more than ever before in history. Thus, being able to lead successfully across cultures is a key skillset to possess and at the same time extremely complex to manage.

The purpose of this intercultural management course is to bring the participants attention to the importance of knowing how to take advantage of cultural diversity, in any form. We will leverage a theoretical framework from academic research as well as be inspired by real world leaders with vast experience within managing different cultures.

Furthermore, this class will explore the required skills for a modern day leader and create a personal roadmap towards a future professional leadership career for the participants with leadership ambitions.

Learning objectives:
The objectives of the course are to enable the students to:

- Understand the concepts of cross-cultural leadership.
- Take a strategic approach to cross-cultural leadership.
- Be able to apply best practices within cross cultural leadership to their personal leadership development.
- Be able to design working environments that take advantage of cultural diversity.

Faculty member:

Morten King-Gubert

Morten King-Gubert is currently managing director for Creamfinance Denmark. He has previously served as head of department, talent attraction at Copenhagen Capacity, senior export advisor to the Danish Ministry of Foreign Affairs as well as customer service executive at British Airways covering the entire European market. He considers himself a Danish born globalist, who has studied, lived and worked internationally in Austria, the UK and the US for a combined period of 7 years. Having successfully
leverage a background in international business, particularly related to the globalization and export activities of Danish enterprises, in recent years Morten’s efforts and expertise have been focused on the branding of Copenhagen and Denmark as a leading hub for international talents. Today he is leading the expansion of an international financial technology company into the Danish market. He is the author of the acclaimed books: “Mermaid Dialogue – A Modern Tale of Denmark” and “Innovating Talent Attraction.” Morten holds a Master degree in International Business from Aarhus University with credits from Vienna University of Economics and University of California, Los Angeles. Morten can be contacted at F

Required Texts

Books (provided free of charge):

“From MBA to CEO – The job of the CEO and how you get it”

“The Mermaid Dialogue – A Modern Tale of Denmark

Other course readings will be posted via Canvas at canvas.disabroad.org

Field Studies

This course will include two field studies that are designed to enhance your understanding of the topics of this course. They will take place on:

**Wednesday, February 22nd (International Career Night)**

**Wednesday, March 29th 13.00-17.00**

Course Policies

**Academic Honesty:** Plagiarism and Violating the Rules of an Assignment – DIS expects that students abide by the highest standards of intellectual honesty in all academic work. DIS assumes that all students do their own work and credit all work or thought taken from others. Academic dishonesty will result in a final course grade of “F” and can result in dismissal. The students’ home universities will be notified. DIS reserves the right to request that written student assignments be turned in electronic form for submission to plagiarism detection software. See the Academic Handbook for more information, or ask your faculty if you have questions.

**Attendance** – You are expected to attend all DIS classes when scheduled. If you miss multiple classes the Director of Teaching and Learning, and the Director of Student Affairs will be notified and they will follow-up with you to make sure that all is well. Absences will jeopardize your grade and your standing at DIS. Allowances will be made in cases of illness, but in the case of multiple absences you will need to provide a doctor’s note.

**Disability and Resource Statement** – Any student who has a need for accommodation based on the impact of a disability should contact the Office of Academic Support () to coordinate this. In order to receive
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accommodations, students should inform the instructor of approved DIS accommodations within the first two weeks of classes.

**Laptops** – Use of laptop computers in class is allowed for the purpose of note-taking ONLY; other computer activities can prove distracting. Students will lose laptop privileges if they use their computers for other activities besides taking notes. Students should also refrain from any activity/behavior that December be disturbing to other students who are making the effort to be attentive. Cell phones and other electronic devices should be turned off and stored away.

**Schedule** – Schedule is subject to change if necessary with as much notice as possible.

**Grading breakdown**

**Engagement** – This course will be highly interactive. You will be expected to do the readings and participate in meaningful class discussions regarding their application to the issues addressed in class. You will also be expected to participate during the guest lecturers, through asking questions and applying the guest lecturers’ inputs to future class discussions. In order to get an “A” the student must show a high level of participation – engage him/herself in discussions and ask relevant questions.

Furthermore, please refer to the general attendance policy at DIS. Only a doctor’s statement is valid reason for not participating. Unexcused absences will result in a lower/failing participation grade.

**Written Assignments** – The 2 written assignments will challenge you to reflect on key learning’s in class implementing an essay inspired format: specific assignment, format and grading guideline to be introduced in class.

**Group Presentation** – At the end of the semester the students will be asked to work in groups to present and critically assess the key findings of the class. Each group will be responsible for A) presenting key findings from a selected part of the syllabus and B) acting as opposing counsel and providing constructive feedback to another group’s presentation. All students in a group will get the same grade. “A” grades are given to groups who manage both to draw out the key issues of the class, present the conclusions in an easily understood manner and demonstrate the ability to give constructive feedback to others. To get and “A” it is also required that the group performs as a united rather than one or two individuals.

**Final Exam** – The final exam will be based on one or more topics from the class presented as a written assignment. The exam will be made available for a 2-hour online test at a specific timeslot. All class material and notes can be uses. It is expected that the student can relate the issues in the assignment to the theory and practical examples covered in class. “A” grades are given to students who demonstrate an in-depth knowledge of the class content and an outstanding ability to apply this knowledge to real-life cultural dilemmas.
Office Hours – Morten King-Grubert is available for one individual feedback session per student. Please coordinate and book this directly with Morten. Morten will make dates available towards the end of the semester, optimizing the feedback session in relation to the group presentations and final exam. You are of course welcome to contact Morten earlier, should you be interested in getting your individual feedback session earlier in the semester.

### Grading Elements:

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<thead>
<tr>
<th>Element</th>
<th>Points</th>
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<tbody>
<tr>
<td>Class Engagement</td>
<td>15</td>
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<tr>
<td>Written Assignment 1</td>
<td>15</td>
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<tr>
<td>Written Assignment 2</td>
<td>15</td>
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<tr>
<td>Team Presentation</td>
<td>25</td>
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<tr>
<td>Final Exam</td>
<td>30</td>
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**Total** = 100 points

### Grading Scheme:

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<tr>
<th>Points</th>
<th>Grade</th>
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<tr>
<td>100 – 93</td>
<td>A</td>
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<td>&lt;93 – 90</td>
<td>A-</td>
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<td>&lt;90 – 87</td>
<td>B+</td>
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<td>&lt;87 – 83</td>
<td>B</td>
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<td>&lt;83 – 80</td>
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<td>&lt;80 – 77</td>
<td>C+</td>
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<td>&lt;77 – 73</td>
<td>C</td>
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<td>&lt;63 – 60</td>
<td>D-</td>
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<td>&lt;60</td>
<td>F</td>
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### Detailed Class Schedule

| #1# Tuesday, January 24 | **Topic:** Course introduction – Setting the scene  
- What is leadership?  
- What is culture?  
- Class expectations |

| #2# Tuesday, January 31 | **Topic:** Cultural identities – Can you stereotype cultures?  
Leveraging the framework of Geert Hofstede as a starting point, we will analyze and discuss whether cultural differences, seen from an academic point of view, lead to stereotyping in the “real” world. As a case we will compare cultural differences between Denmark and the US.  
*Readings:*
  - Dimensionalizing Cultures: The Hofstede Model in Context  
  - 5 Simple Office Policies That Make Danish Workers Way More Happy Than Americans |

| Week 6 – February 6-11 | **SHORT STUDY TOUR & CORE COURSE WEEK** |
### #3# Tuesday, February 14

**Topic:** Managing cultural differences - Introduction to dilemma theories  
Being able to identify and reconcile dilemmas is one of the most powerful leadership tools you can acquire. This is the introduction to Fons Trompenaars’ dilemma approach.

**Readings:**

### #4# Tuesday, February 21

**Role play:** Applying dimensions of intercultural knowledge in management decisions  
We will use a case study distributed on the day to act out a live meeting at management level discussing business strategy, where you will implement the key learning’s from Hofstede and Trompenaar’s cultural dimensions and dilemma theories.

### Field Study 1: Wednesday, February 22
**17.30-20.30**

**Location:** Kosmopol, Fiolstræde 44, 1171 Copenhagen K

### Field Study: International Career Night

Every semester, DIS hosts an International Career Night. Speakers include international working professionals and resource organizations discussing how it’s possible to relocate to a foreign country to launch a career.

The panelists provide perspectives of working in an intercultural work environment, and advice on how to land a job overseas. The event ends with a catered networking session.

### Week 9 – February 25 to March 5

**Long Tour / Break**
| #5# Tuesday, March 7 | Topic: From student to CEO  
- What does it take to leave university and steer your career towards a CEO leadership role?  
Prior to the class please read the preface of the book (Page 7-37). In class, we will allocate specific chapters to you in teams to read, discuss and share key findings.  
*Readings:*  
  - From MBA to CEO – The job of the CEO and how you get it - Preface (p7-37) |

| #6# Tuesday, March 14 | Topic: Gender gap in management?  
Guest lecture by Rikke Kolbech. Countries and companies can be competitive only if they develop, attract and retain the best talent, both male and female. While governments have an important role to play in creating the right policy framework for improving women’s access and opportunities, it is also the imperative of companies to create workplaces where the best talent can flourish. Scandinavia has some of the highest representations of women in positions of power in the world. Yet even in 21st century Denmark, it is often debated that it is different for women to lead than men. Today we will explore the gender gap in management and its implications for both male and female leaders.  
*Readings:*  

| Week 12 – March 18 to 26 | Long Tour /Break |

| #7# Tuesday, March 28 | Topic: Who are the Danes?  
Despite its small size, Denmark often makes global headlines due to a highly competitive economy, welfare state and progressive climate agenda. But who are the Danes really?  
*Readings:*  
  - Prior to the class please read the “Once upon a time” preface of the book: The Mermaid Dialogue (Page 8-9) and familiar yourself with the Participants of The Mermaid Dialogue (p. 184 – 196). In class, we will allocate specific |
| Field study 2: Wednesday, March 29 13.00 – 17.00 | **Field study:** Meet the Danes  
Live research in the field. We will meet at DIS before conducting interviews with Danes on Strøget in teams, exploring Danish cultural traits. We will leverage the framework of the Mermaid Dialogue discussed in previous class. Results to be discussed in class upon return and part of first graded written assignment. |
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<td>Tuesday, April 4</td>
<td><strong>No class – but saved for make-up class</strong></td>
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| **#8# Tuesday, April 11** | **Topic: The mind of a leader**  
We will be working with the concept of “The mind of a leader” inspired by the Niccolò Machiavelli’s timeless masterpiece: 'The Prince' (Italy, 1513) and Sun Tzu’s 'The Art of War'. The class will be conducted as workshop exploring the traits and virtues of an ideal leader in today’s global economy with inspiration from a diverse group of leaders such as Steven Hilton, Anita Roddick, Philip Kotler, Katie Ford, Larry Flynt, and Michael Dukakis among others.  

**Readings:**  
- Versatility is the key to effective leadership by Martin Roll |
| Easter Break April 12 to April 17 (both days included) | **Break / no class** |
| **#9# Tuesday, April 18** | **Personal assessment – What leadership traits do I possess?**  
You will conduct a personal assessment test, which we will use proactively to identify the leadership traits you already possess and areas you need to develop further to become a great leader. |
Readings:
- Developing self-awareness in the managerial career development process: the value of 360-degree feedback and the MBTI

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<th>#10# Tuesday, April 25</th>
<th>Topic: Recap – What have we learned so far! Time allocated to team work on final assignment</th>
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<tr>
<td>#11# Tuesday, May 2</td>
<td>Topic: Bringing it all together – group presentations Wrap up, feedback</td>
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**Week 19 – May 8-11**  
Written exam  

***TBA***  
You will receive notice no later than 2 weeks before the exam  

**FINAL EXAM**

*This syllabus is subject to change. If changes are necessary, I will provide as much notice as possible.*