Applicant

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Which course will this project help make more international in focus? Business 253-Leadership and Management (online)

How frequently is this course taught? Spring and Fall semester, one online section each semester

How many students enroll in this course per academic year? 60, online

Course number and short description of course.

BUS253- Leadership and Management (online)

NCCCS combined course library description: This course includes a study of the qualities, behaviors, and personal styles exhibited by leaders. Emphasis is placed on coaching, counseling, team building, and employee involvement. Upon completion, students should be able to identify and exhibit the behaviors needed for organizational effectiveness.
APPLICATION

As described in the course syllabus, upon completion of this course, the student will be able to:

- Define the basic principles, methods, and practices of leadership.
- Define the role of leadership in the past, present and future.
- Determine the relationship between power and leadership.
- Determine the effective use of organizational resources.
- Utilize leadership and management vocabulary.

As students progress through this course, each module builds upon the student's knowledge of management and leadership as relates to the core course concepts.

Currently, the course currently contains three modules.

- MODULE ONE: Individuals as Leaders
- MODULE TWO: Team Leadership
- MODULE THREE: Organizational Leadership

Each module contains:

- Lecture notes, resources, websites, videos to review, self assessments and other resources as appropriately aligned with the module topics.
- Assessment: Each module contains several online discussion forums to complete and a test.

PROPOSAL

To internationalize this course I propose adding a module:

- MODULE FOUR: Global Perspectives: Leadership and Teamwork

Description of module: As the global economy continues to develop, workers find themselves more commonly working within multi-national corporations and/or working on collaborative projects with team members, partners and clients located in different countries. We will focus on European countries in this module.

Students will uncover teamwork best practices as they focus on the cultural considerations toward effective business communication strategies, with the specific focus of blending a United States and a European Country of Student Choice collaborative business team. To accomplish this, students will overview basic facts about a European country and study the broader cultural trends of a European Country of Student Choice. Students will explore the similarities and differences of business communication practices, specific to team dynamics based on the cultural considerations and preferences of European countries. Students will study the value and challenges of working with a multinational team.
Students will also research and learn about modern day European leaders (business, political, field expert, social movement, etc.).

The instructor will approve the students country choices to be sure there is enough diversity in countries selected overall. This can be adapted to be an individual, partner or small group project. The instructor will determine this factor each semester.

Objectives

Upon completing the module, students will have:

1. Analyzed cultural characteristic that impact business communication, with an emphasis on teamwork in a business setting working with European business partners.
2. Explained the benefits and challenges of team dynamics related to integrating US and European Country of Student Choice team members on a project.
3. Identified several best practice strategies for effective business communication and etiquette as relates to US and European Country of Student Choice cultural factors.
4. Described the benefits of working with a diverse group of individuals (differences in social and cultural factors) in the workplace, specifically related to US and European cultural considerations.
5. Explored European leaders and their impact / contributions (business, political, field expert, social movement, etc.).

Methodology

Lectures, discussion, written report, audio visual media, websites and other credible resources.

Resources

Lecture notes, PowerPoint, podcasts, web 2.0 tools and online resources, videos, self assessments and other recourses as appropriately aligned with the module topics. We will have four topic driven online discussion boards on the module topic. Readings from a variety of sources will be included.

Worldview Resources

It is not required that you fill this in at this time, as the UNC library specialists can help with this. However, you can list any resources you already know you will use.

I would like to develop resources with the UNC library specialists please.
Assignments

1. Discussion Boards
   Students will be required to discuss topics as presented by the instructor as well as to introduce their own ideas and opinions.

   Discussions:
   1. Comprehensive overview of European countries (see report section below for the types of details we will research and discuss as a class).
   2. Learn about European leaders and their impact / contributions.
   4. Teamwork, Leadership and Management considerations in working with European business partners.

2. Research Paper
   Students will select “a country of choice” and create a report.

   The first component will consist of a comprehensive view of the country with a comparison to the United States:
   - Mapping, neighbors, timezone and latitude relationship to US
   - Population, geography
   - Demographics, language, education
   - Economy, currency, major industry
   - Business climate, business standard practices and etiquette

   The second component of the report will be scenario based focusing on the similarities, differences, advantages and obstacles in creating successful business relationships in a US and ___ (country of choice) business environment. The scope will encompass “client relationship building” and “internal team relationship building” between United States workers and business professionals with that “country of choice.”

   In consideration: These reports will be shared by the students with peers so all students may benefit from learning about each country covered.

Evaluation
The research paper and four discussion boards combined for MODULE FOUR will equate to a total of 20% of the course grade.
Grant Award Notification

- August 22, 2011 (Dr. Bolick e-mail message)
- Approved through the UNC Chapel Hill Center for European Studies (European Union focus)

Grant Award Action Items

1. Visit UNC to work with specialists as you work on your module.

   **Completed:** September 27, 2011. Morning meeting with Dr. Bolick, 11 a.m. Rita Moss, Business and Economics Librarian, and 2 p.m. Erica Edwards and Gali Beeri, Center for European Studies. *(All arranged thanks to Leslie Beasley Hodges)*

2. Submit final module – 4-8 months from now depending on when you teach the course. In your final module you flesh out and develop your proposal with lecture titles and/or outlines, discussion topics, case studies, student projects, additional resources, etc.

   **Completed:** See page 6.

3. Teach course with international module.

   **In progress:** January 9 May 9, 2012.

4. Submit a report after teaching the course with the module, and supply any new projects or approaches you might have added while teaching the module.

   **Anticipated completion:** May 2012.
MODULE FOUR: Global Perspectives: Leadership and Teamwork Project

In the course I have modified this “module” to fall under the description “project” instead of using the descriptor “module.”

Rational: From an organizational perspective, the title “project” provides greater flexibility for me to incorporate the materials and assignments in the course and in reviewing the current structure of the course, adding a “project” affords me the flexibility to open the project to students as early in the course as I see appropriate, where a fourth module would be date released at the last 4 weeks of the course.

Description of module: Unchanged

Objectives: Unchanged

Methodology: Only change is the assessments are a written report and Blackboard LMS blog entries. The original proposal noted assignments could be a written report and Blackboard LMS discussion board assignments. This change only helps with course design feature use for the benefit of student organization of assigned work.

Resources: Thanks to my UNC support contacts providing resources and guidance, I have compiled a rich variety of media recourses imbedded into the project for students to use.

Course assignment weight: Unchanged, 20% of grade (as noted below)
**Global Perspectives Project: Leadership and Teamwork**

**Description of Project:** As the global economy continues to develop, workers find themselves more commonly working within multi-national corporations and/or working on collaborative projects with team members, partners and clients located in different countries. We will focus on European Union States (EU) in this project. This project is an individual project, independently created by each student in the class.

Students will uncover teamwork best practices as they focus on the cultural considerations toward effective business communication strategies, with the specific focus of blending a United States and a **EU State of Student Choice** collaborative business team. To accomplish this, students will overview basic facts about a European country and study the broader cultural trends of a **EU State of Student Choice**. Students will explore the similarities and differences of business communication practices, specific to team dynamics based on the cultural considerations and preferences of European countries. Students will study the value and challenges of working with a multinational team. Students will also research and learn about modern day European leaders (business, political, field expert, social movement, etc.).

**Scenario:** You are a team leader at a company for a country project. You are creating materials (4 Blogs and one Team Country Guide) for your work team to prepare to work with a client in a EU country of your choice. You and your team will all be abroad in the country for 4 weeks. This is the first step in preparing your team on how to interact effectively and understand business etiquette during your travel. Assume the host business contacts speak very good English.

**Objectives.** Upon completing the project, students will have:

1. Provided a comprehensive overview of European countries (see report section below for the types of details we will research and discuss as a class).
2. Analyzed cultural characteristic that impact business communication, with an emphasis on teamwork in a business setting working with European business partners.
3. Explained the benefits and challenges of team dynamics related to integrating US and **EU State of Student Choice** team members on a project.
4. Identified several best practice strategies for effective business communication and etiquette as relates to US and **EU State of Student Choice** cultural factors.
5. Described the benefits of working with a diverse group of individuals (differences in social and cultural factors) in the workplace, specifically related to US and European cultural considerations (from the country of choice perspective).
6. Explored European leaders and their impact / contributions (business, political, field expert, social movement, etc.).
7. Explained Teamwork, Leadership and Management considerations in working with business partners (from the country of choice perspective).
Directions

Step 1 – Select a Country

There are 27 member states in the European Union (E.U.). Select a EU member state of choice from the list in the EU discussion board. We will only use this particular discussion board as a tool to match students to a member state. See the discussion board for directions.

NOTE: The European Union is different than the Eurozone currency arrangement. For example, England IS part of the UE, but they are NOT part of the Eurozone. The Eurozone is constituted by 17 member states adopting the euro as legal tender.

http://europa.eu/index_en.htm This is the official website of the European Union. It is a good starting point if you are looking for information and services provided by the EU.

Country Choices: (EU Member States)
The European Union is composed of 27 sovereign Member States: Austria, Belgium, Bulgaria, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, and the United Kingdom.

Do a bit of research, choose a country and two backups and visit the discussion board to claim your country! Early bird catches the worm because repeats will not be allowed, without instructor approval.

DUE: Now – Feb 5. This is the last date to place your name next to a EU state in the discussion board. No repeats without the instructors expressed approval.
Step 2- Create 4 Blogs

Each student will create 4 Blog Entries using the Blackboard Blog feature.

Scenario: Part of your communication strategy to prepare your team to travel is to share details through 4 blogs. Assume these blogs are shared on an internal company website for your teammates to review.

Grading: Each of the 4 main entries will receive points on a 0-10 point scale.

Blog Entry 1: Comprehensive overview of the European country.

Include a link to a map of the country (or imbed the image in the blog and note the source), currency and conversion to dollar information, time zone differences compared to Eastern Standard Time (our time zone), weather comparison (current and seasonally), current economic standing, current business and political relations with the United States, cultural facts, population, geography, languages spoken and any other interesting information that would help us understand this country and their people.

Link to two of the country newspapers - what are the major topics they are covering in mainstream news at this time? Assume your team mates know little about that country.

Blog #1 DUE: final deadline Feb 19

Blog Entry 2: Learn about European leaders (business, political, social, etc.) and their impact / contributions.

Provide a summary of the current President or Prime Minister, one business leader and one other leader of your choice (from the country you have selected). Give a bit of a biography and explain their leadership role and impact in the country / our world. Provide links to images (or imbed them and add the source), provide links to articles about them, papers or other documentation they wrote, links to speeches, etc. Make this blog entry come alive for us all so we all come to know each of the leaders you highlight.

This is the only area of the project where you will need to do your own research. Be sure to use CREDIBLE sites. Do not reference Wikipedia or other wikis and blogs directly. Contact the instructor with questions about sources for research if you are having difficulty finding credible documentation on this topic.

Blog #2 DUE: final deadline Mar 25
Blog Entry 3: Discuss the differences and similarities in the US and European Business Practices (business etiquette, communication differences and other cultural differences/similarities).

While we can't make sweeping generalizations about a country's people (L.A. California and China Grove, NC are two different places altogether even though both are a part of the U.S.), focus on the major standards of behavior in a corporate or large organization in this country.

For ideas: Are dress standards different for men and women (do women have to be more formal?), is there more or less personal space required in this country VS the U.S. norm, are working lunches acceptable? Are their times that are appropriate and not-appropriate to do business? How about holidays? Body language? What is a typical work week like? Rules talking clients out for a meal? Rules of engagement/negotiation/agreement? Other customs? Any interesting points? For example in some Asian countries, if someone shows the sole of their foot to someone it is major insult, so do not prop your feet up in public.

Give many practical and interesting etiquette, communication and cultural standards of behavior that give insight to building good relations.

Blog #3 DUE: final deadline Ap 8

Blog Entry 4: Teamwork, Leadership and Management considerations in working with European business partners.

Give us many practical and interesting aspects related to these differences and similarities. This is also a great opportunity to recap the best communication strategies and discuss the positives of the diversity that will be encountered working together for the four weeks abroad.

Blog #4 DUE: final deadline Ap 29

Directions for each blog entry:

- Be sure we can easily tell the country in the title and if this is Blog Topic 1, 2, 3, 4.
  - Example: Italy, Blog 2.
- Each blog entry should be 5-8 paragraphs in length.
- Each blog should contain at least 4 credible resources.
- Blogs can be done ahead of schedule yet I do want the blogs at least 5 days apart from each other (not all posted on the same week or same day).
# Grading the Blogs: Rubric

10 points possible per blog

<table>
<thead>
<tr>
<th>Category</th>
<th>Did Not Meet Requirements</th>
<th>Met Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promptness</td>
<td>No posting credit at all for postings outside of the date range – or blog was not five days apart at least from the previous blog post.</td>
<td>Met Timeline Requirements.</td>
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<tr>
<td>Delivery of Blog Post</td>
<td>Poor spelling and grammar; format is hard to read would be deemed as unprofessional documentation by common business standards.</td>
<td>Overall format is clear.</td>
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<td>Relevance of Post</td>
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</tr>
<tr>
<td>Quality of References / Resources Used</td>
<td>References used were not scholarly resources/ from a credible resource. Cutting and pasting materials without citations.</td>
<td>Used scholarly/ credible resources and gave references/ citations to the original body of work to credit the research sources.</td>
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</table>
Step 3 – Create a Guide (Written Report)

Create a Team Country Guide. The paper is worth 60 points. Attach to the last blog entry.

Scenario: You are a team leader for a country project. This is a guide you are creating for your work team to prepare to work with a client in your EU country. You and your team will all be abroad in the country for 4 weeks. This is the first step in preparing your team on how to interact effectively and understand business etiquette during your travel. Assume the host business contacts speak very good English.

Things to include:

- Mapping, neighbors, time zone and latitude relationship to US
- Population, geography
- Demographics, language, education
- Economy, currency, major industry
- Business climate, business standard practices and etiquette
- Business etiquette: meetings, negotiation, dress, non-verbal gestures, key phrases in the host country’s language useful in business settings
- Dining
- Culture
- Driving
- Note similarities, differences, advantages and obstacles in creating successful business relationships in a US and ____ (country of choice) business environment. The scope will encompass “client relationship building” and “internal team relationship building” between United States workers and business professionals with that “country of choice.”
- Note the benefits of working with a diverse group of individuals (differences in social and cultural factors) in the workplace, specifically related to US and European cultural considerations.

Grading the Team Country Guide:

- This is a word document and should range from 5-10 pages.
- Consider using a Microsoft World template to offer a polished, professional format.
- 1 inch margins, single or double spaced.
- 12 point font, Calibri, Arial, Times New Roman or Cambri are all accepted fonts.
- Include images.
- Site sources throughout paper and include a work cited page on the final page - MLA style work cited page.
- Remember; attach this as a Word document to the 4th blog entry.
# Country Guide Rubric:

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</tr>
<tr>
<td>MLA</td>
<td>Did not contain a MLA formatted work cited page.</td>
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RESEARCH

In order to add a global studies element to the course, I applied for, and received, a UNC Chapel Hill World View Grant to support “internationalizing the curriculum in this course.” I have done much research for you on finding excellent, credible resources through collaboration with support from UNC Chapel Hill library support and staff at the Global Education Center. You may use other scholarly resources in this project, yet I do want students to reply heavily on the resources below, as I have vetted these out for you and they contain all of the information needed to complete this project successfully.

RESEARCH RESOURCES

Culture - -
http://www.kwintessential.co.uk/culture-vulture.php
- Country etiquette guides
- Intercultural articles
- Business articles
- Intercultural business communication

Intercultural Communication
http://www.kwintessential.co.uk/intercultural-business-communication/tool.php
- United States = Home Country
- Your EU state = Host Country

Another site to compare countries: http://www.nationmaster.com/index.php

International News- see tab for Europe: http://www.bbc.co.uk/news/

Country profiles

BBC http://news.bbc.co.uk/2/hi/country_profiles/default.stm (links to country facts, leaders, newspapers)


Then use the following suggested search terms / phrases:
- Team building globally
- Managing a global team
- Team diversity international relations

Knowledge at Wharton [http://knowledge.wharton.upenn.edu/]

NC-LIVE: [http://www.rccc.edu/lrc/databases-a-z/] then select NC-LIVE

When you are prompted for a password, it is: viabook

Search: **BUSINESS AND MANAGEMENT**

Select: **Business Source Complete**

TIP: Search box - click on full text

Put e.g. *global leadership and management* in the search box.
When results come up one can choose either magazines or academic journals.
Other search terms:
  - Developing and global teams
  - Cultural awareness and ..........
  - Teams in the workplace (as a subject) and globalization

Country Information

**Business Source Premier**
At the left click on Country Reports – put country name in search box
OR
In advanced search box put:
political risk yearbook and choose from the drop down SO Publication name
in the next line put country name.
Or go to Country Reports, click on publisher tab then go to PRS group – gives political and economic risk.

**MLA CITATIONS**
- See the Writing Center online or in person! [http://www.rccc.edu/tutoring/writing-center-online/]
- If you are using the latest version of Microsoft Word, you have built in MLA guidance.
- I have used this and it works well for me! Citations: [http://www.easybib.com/]
- In the "start here area of the course" the link to The Online Writing Lab (OWL) at Purdue University is provided- here it is: [http://owl.english.purdue.edu/owl/search.php]