CAPILANO UNIVERSITY

COURSE OUTLINE	
TERM: Fall 2024	**COURSE NO: NABU 334**
INSTRUCTOR:	**COURSE TITLE: Leadership and Teams in Cross Cultural Business Settings**
OFFICE: **LOCAL:** **E-MAIL:** @capilanou.ca	**SECTION NO(S):**	**CREDITS: 3.0**
OFFICE HOURS:	
COURSE WEBSITE:	

Capilano University acknowledges with respect the Lil̓wat7úl (Lil'wat), xʷməθkʷəy̓əm (Musqueam), shíshálh (Sechelt), Sḵwx̱wú7mesh (Squamish), and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) people on whose territories our campuses are located.

COURSE FORMAT
Three hours of class time, plus an additional hour delivered through on-line or other activities for a 15-week semester, which includes two weeks for final exams.

COURSE PREREQUISITES
6 NABU credits

CALENDAR DESCRIPTION
This course is designed to provide students with knowledge and skills in cross-cultural leadership and management, cross-cultural ethics, conflict, and negotiation in the North American context. Students will be able to apply this knowledge and the accompanying skill sets to successful management in a variety of moderate to complex situations.

REQUIRED TEXTS AND/OR RESOURCES
Specific texts, resources and technology will vary depending on term and instructor. The course may make use of an assigned textbook, instructor prepared courseware or readings made available as Open Educational Resources (OER).

COURSE STUDENT LEARNING OUTCOMES
On successful completion of this course, students will be able to do the following:
1. Effectively apply learning to communicate quality written and verbal discussions demonstrating an understanding of various leadership and group development concepts and recognize that leading is a complex activity which requires the following:
   - Personal direction, integrity and courage
   - Communicating a vision, roles and objectives

- Building a shared vision
- Gaining consensus
- Effectively dealing with conflict
- Neutral messaging
- Active listening
- Clear, specific feedback
- Developing a positive commitment and group ethics
- Understanding group processes, development and dynamics

2. Identify and assess the cross-cultural challenges embedded in **conflict** and **negotiation** accurately.
3. Understand the relationship between culture and communication as it pertains to international business, particularly in the realms of **conflict resolution and negotiation**
4. Demonstrate and apply leadership models and concepts and apply these in increasingly effective interactions in group and interpersonal situations.
    - Leading the analysis process during team projects
    - Effectively making decisions in self managed teams
    - Leading the analysis of team development and effectiveness during the course
5. Demonstrate an ability to make ethical decisions from a personal and team perspective.
6. Exhibit proficiency in identifying culturally-related **issues** as they arise in business situations.
7. Design culturally specific **problem-solving** strategies to address culturally complex cross-cultural business challenges.
8. Defend self-selected culturally relevant **strategies** for dealing effectively with these issues
9. Demonstrate knowledge of one's own leadership style and an ability to play a variety of leadership roles when required.
10. Demonstrate an ability to function in a team environment from a variety of structural positions including: leader; team member; follower; coach and facilitator.
11. Demonstrate an understanding of the role that values and ethics play in the exercise of leadership in different situations including an ability to resolve value differences at a personal, team and societal level.
12. Demonstrate an ability to deal with the human dynamics of team building including:
    - Creating a shared commitment to new directions
    - Minimizing and overcoming resistance and conflict
    - Utilizing the principles of motivation to create action
    - Empowering others to act
13. Understand the value that feedback brings
14. Demonstrate ethical cross-cultural behaviors in negotiation, conflict, and a wide range of business situations
15. Effectively apply learning to solve leadership challenges relevant to a variety of local and global situations
16. Identify and explain the concepts and challenges surrounding cultural sustainability.

COURSE CONTENT

Week	Topic
1	Course Introduction
	Formation of Permanent Course Teams
	Team Charter
	Understanding Teams/ Intercultural teams
	Leadership Self Assessment
	Defining Groups and Teams What Makes Teams Succeed or Fail What is Culture?
	Cultural Needs Assessment
2	Types of Teams
	Defining Team Success
	Team Composition
	Intercultural Leadership
	Intercultural presentation skills
	Understanding the role of culture
	Values, norms, and belief systems
3	5 Dysfunctions of a Team
	Understanding Group Development
	Understanding the Basic Team Processes
	Team Roles & Responsibilities
	Challenging stereotypes and generalizations

4	Diversity in Groups and Harassment
	Cooperation and Competition
	Accountability, Planning & Action
5	Managing Conflict
	Conflict management
	Conflict Resolution Approaches

6	Building Trust Leading Teams Through Decision Making

7	Decision Making and Problem Solving **MID TERM ASSESSMENT**
8	Verbal and Non Verbal Communication Communicating across culture Non-verbal communication Creativity in Teams
9	Tools & Techniques Tools for Innovation Leading Meetings
10	Systems Theory Listening and Feedback Observing Behavior
11	Motivation across cultures Evaluating and Rewarding Ethics Leadership & Motive to Lead
12	**Final Term Community Project** **Presentations**
13	**Group Participation Peer Evaluation in class**
14-15	**Final Exam**

EVALUATION PROFILE

Assessment	% Of Final Grade
Weekly in-Class Group/Individual Exercises, Case Studies & Assignments	15%
Team Video Project	15%
Mid Term Assessment	20%
Communication Self Analysis & Reflection	5%
Class Participation *	5%
Final Term Community Project	20%
Final Exam	20%
TOTAL	**100%**

STUDENTS MUST ACHIEVE A MINIMUM AVERAGE OF 50% ON THE COMBINED AVERAGE OF ALL INDIVIDUAL LEARNING ASSESSMENTS TO PASS THE COURSE."

Participation grades are based on the consistency, quality, and frequency of contributions to class discussions.

GRADING PROFILE

A+ = 90-100	B+ = 77-79	C+ = 67-69	D = 50-59
A = 85-89	B = 73-76	C = 63-66	F = 0-49
A- = 80-84	B- = 70-72	C- = 60-62	

Incomplete Grades
Grades of Incomplete "I" are assigned only in exceptional circumstances when a student requests extra time to complete their coursework. Such agreements are made only at the request of the student, who is responsible to determine from the instructor the outstanding requirements of the course.

Late Assignments
Assignments are due at the beginning of the class on the due date listed. If you anticipate handing in an assignment late, please consult with your instructor beforehand.

Missed Exams/Quizzes/Labs etc.
Make-up exams, quizzes and/or tests are given at the discretion of the instructor. They are generally given only in medical emergencies or severe personal crises. Some missed labs or other activities may not be able to be accommodated. Please consult with your instructor.
*** Accommodations can be made to honour community needs and traditional practices.

Attendance
Students are expected to attend all classes and associated activities.

English Usage
Students are expected to proofread all written work for any grammatical, spelling and stylistic errors. Instructors may deduct marks for incorrect grammar and spelling in written assignments.

Electronic Devices
Students may use electronic devices during class for note taking only.

On-line Communication
Outside of the classroom, instructors will (if necessary) communicate with students using either their official Capilano University email or eLearn; please check both regularly. Official communication between Capilano University and students is delivered to students' Capilano University email addresses only.

UNIVERSITY OPERATIONAL DETAILS

Tools for Success
Many services are available to support student success for Capilano University students. A central navigation point for all services can be found at: https://www.capilanou.ca/student-services/

Capilano University Security: download the CapU Mobile Safety App

Policy Statement (S2009-06)
Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Academic Integrity, Academic Probation and other educational issues. These and other policies are available on the University website.

Academic Integrity (S2017-05)

Any instance of academic dishonesty or breach of the standards of academic integrity is serious and students will be held accountable for their actions, whether acting alone or in a group. See policy and procedures S2017-05 Academic Integrity for more information:
https://www.capilanou.ca/about-capu/governance/policies/

Violations of academic integrity, including dishonesty in assignments, examinations, or other academic performances, are prohibited and will be handled in accordance with the Student Academic Integrity Procedures.

Academic dishonesty is any act that breaches one or more of the principles of academic integrity. Acts of academic dishonesty may include but are not limited to the following types:

Cheating: Using or providing unauthorized aids, assistance or materials while preparing or completing assessments, or when completing practical work (in clinical, practicum, or lab settings), including but not limited to the following:
- Copying or attempting to copy the work of another during an assessment;
- Communicating work to another student during an examination;
- Using unauthorized aids, notes, or electronic devices or means during an examination;
- Unauthorized possession of an assessment or answer key; and/or,
- Submitting of a substantially similar assessment by two or more students, except in the case where such submission is specifically authorized by the instructor.

Fraud: Creation or use of falsified documents.

Misuse or misrepresentation of sources: Presenting source material in such a way as to distort its original purpose or implication(s); misattributing words, ideas, etc. to someone other than the original source; misrepresenting or manipulating research findings or data; and/or suppressing aspects of findings or data in order to present conclusions in a light other than the research, taken as a whole, would support.

Plagiarism: Presenting or submitting, as one's own work, the research, words, ideas, artistic imagery, arguments, calculations, illustrations, or diagrams of another person or persons without explicit or accurate citation or credit.

Self-Plagiarism: Submitting one's own work for credit in more than one course without the permission of the instructors, or re-submitting work, in whole or in part, for which credit has already been granted without permission of the instructors.

Prohibited Conduct: The following are examples of other conduct specifically prohibited:
- Taking unauthorized possession of the work of another student (for example, intercepting and removing such work from a photocopier or printer, or collecting the graded work of another student from a stack of papers);
- Falsifying one's own and/or other students' attendance in a course;
- Impersonating or allowing the impersonation of an individual;
- Modifying a graded assessment then submitting it for re-grading; or,
- Assisting or attempting to assist another person to commit any breach of academic integrity.

Sexual Violence and Misconduct
All Members of the University Community have the right to work, teach and study in an environment that is free from all forms of sexual violence and misconduct. Policy B401 defines sexual assault as follows:

Sexual assault is any form of sexual contact that occurs without ongoing and freely given consent, including the threat of sexual contact without consent. Sexual assault can be committed by a stranger, someone known to the survivor or an intimate partner.

Safety and security at the University are a priority and any form of sexual violence and misconduct will not be tolerated or condoned. The University expects all Students and Members of the University Community to abide by all laws and University policies, including B.401 Sexual Violence and Misconduct Policy and B.401.1 Sexual Violence and Misconduct Procedure (found on Policy page https://www.capilanou.ca/about-capu/governance/policies/)

Emergencies: Students are expected to familiarise themselves with the emergency policies where appropriate and the emergency procedures posted on the wall of the classroom.