

**“All the World’s a Stage”: International Perspectives in Leadership  
Penn State, University Park  
Spring 2009**

**AEE 497A:** (course credit: 3). It is well known that context is important when addressing leadership. Specifically, there are certain components that assist one in being the most effective leader he/she can be. But what happens when the rules change? What if that context includes constituents from another culture? Finally, what if the leadership situation occurs within another country – do the rules change? This internationally focused course is designed to address these questions, along with many others. Through cultural exposure including an embedded international leadership experience, students will learn to apply a global perspective to leadership. Ultimately, knowledge regarding cultural and societal differences will shape (and make more effective) the leaders of tomorrow.

The course will address leadership practices and theories within the contexts of countries around the world. The first half of the semester will focus on studying leadership within several cultures around the world, and will include extensive history and background on the embedded international experience site, Ireland. During spring break an eight-day field trip will be taken to Ireland, where students will immerse themselves in Irish culture, while experiencing local leadership through university lectures, sitting in on town council/grassroots council meetings, and interaction with local leaders. Upon returning from the international experience, students will create and present a seminar on a variety of aspects of leadership within the culture studied, assigned prior to departure.

**Lecture:** Monday, Wednesday, & Fridays, 9:05 – 9:55 a.m.

**Course coordinator:** Kristina G. Ricketts (kgr10@psu.edu)

This course was developed through a grant from the College of Agricultural Sciences International Programs Office.

**Prerequisites:** NONE

**Course Objectives:**

Upon completion of this course, students will be able to:

- 1) Apply leadership within an international perspective;
- 2) Compare/contrast leadership roles within other cultures;
- 3) Determine the impact culture and indigenous practices have on local leadership;
- 4) Ascertain the importance of leadership components – power, ethics, communication, etc. – as they apply within international settings;
- 5) Operationalize oneself as a leader within a variety of cultures;
- 6) Critically think about leadership and ethical dilemmas within other cultures;
- 7) Appropriately apply leadership theory and practices within a variety of international cultures.

**Text:**

Queen, consort of Hussein, King of Jordan Noor, Adel Safty (Editor). 2003. Leadership and the United Nations: The international leadership series. Universal Publishers.

Selected and recommended readings as necessary.

**Course Evaluation:**

Exams: Midterm	15%
Final Exam	15%
Article reflections: Critiques and discussion of select readings throughout the semester.	10%
Literature Review: An 8-10 page paper based on a extensive literature review on an assigned country's leadership issues, concepts and cultures.	25%
Field trip: Group (of two individuals) presentation regarding an assigned aspect of Irish leadership experienced as part of the embedded experience.	25%
Class participation	10%
Total	100%

**Course Outline:**

Week	Topic	Assignments
1-2	Introduction to leadership Cultural implications	
3-4	Irish history, culture, leadership topics Historical leadership lessons in Europe	Article Reflection #1
5-6	Great leaders from ancient Egyptian cultures Tribal leadership lessons from the African perspective	
7-8	International leadership ethics in the Middle East Women & leadership: the international struggle	Midterm
9	International Embedded Experience: Leadership from the Irish Perspective	
10-11	"Collectivist Leadership" – Leadership lessons from the Far East Island leadership logic Dictator judgment – To Cuba and beyond	Article Reflection #2 Literature Review
12-13	Central and South American leadership directive	
14-15	Leadership across the borders: Cultural implications Presentations	Field Trip Presentations Final