

UNIVERSITY OF MASSACHUSETTS DARTMOUTH

Charlton College of Business

Department of Management

COURSE: **Managing Cultural Differences, MGT 675-7101, Fall 2018**

PRE-REQ'S None

PROFESSOR: Dr. Vincent F. Maher
Office: On line
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Office Hours: I check emails regularly and will respond in a timely fashion.

COURSE DESCRIPTION:

The course introduces the participants to the current culture discourse and seeks to develop intercultural competence and understanding. It integrates cultural awareness into traditional business disciplines through a mix of discussion, case studies, video, and exercises focusing on management, organization and communication. It aims at developing the participants' own cultural skills to better address the contemporary multicultural business environment. By learning about culture's impact on business and management, students can develop methods to bridge cultural gaps and communicate more effectively with other cultural groups in business and social settings.

Course Outcomes:

To successfully complete this course, you will:

- Define culture and contrast culture with race and ethnicity.
- Discuss cultural influences on concepts of self and personality.

- Describe cultural differences and similarities in cognitive, moral, and socioemotional development.
- Describe cultural differences in work values and related intercultural conflicts in organizations.
- Describe the contributions of basic psychological process to intergroup relations, ethnocentrism and stereotyping.
- Define sex, gender, sex roles, and gender roles including cultural differences in gender and the universality of gender-specific behavior patterns across cultures.
- Demonstrate an understanding of the concept of management as culture-bound
- Define microaggression and provide examples of such behavior
- Develop skills for effective interpersonal interaction among people of difference
- Understand the key role of management in this environment and demonstrate skills for enacting this role successfully
- Analyze the different programs, methods, and strategies that organizations use to help managers prepare for interaction across cultures
- Identify the features of American culture and how they might compare and contrast with countries from the major trading regions of the world.

Required Reading:

Text: [Fons Trompenaars](#) (Author), [Charles Hampden-Turner](#) (Author)

Riding the Waves of Culture: Understanding Diversity in Global Business 3/E McGraw Hill. ISBN 978-0-07-177308-9
2012

Selected articles and cases provided in the course announcementson an *ad hoc* basis

CLASS POLICIES:

- This class is conducted entirely on line. Keeping up and deadlines are important. If you miss the deadline, there are no extensions and you suffer the consequences.
- In addition to checking Discussion Board postings, I check emails twice a week (Mondays and Thursdays) and respond to emails at that time.
- All students should have access to myCourses and understand how to use it. If you just registered this week, you will not be able to login until next week. After you log in, you will see this class listed on the site and will have access to this syllabus and other documents that I will download over the duration of class
- All communication from me will go to your UMASS Dartmouth email. If you need to reach me immediately the quickest way will be sending me a message through my email listed on the syllabus.
- You're an adult. The responsibility for learning is primarily yours and is largely dependent on your being an active participant in the process. This course is as much about personal development and time management as anything else. Bring a positive attitude toward learning and personal development to enhance your own educational experience and those of the other course participants.
- On DB postings, please answer your classmates' postings in a way that you would were we face to face, that is, with respect and to the point addressing only the issues that are presented for discussion. DB postings *MAY* need citations.
- **Attendance:** I take attendance via your postings on Discussion Board.
- Written material is evaluated both on content and presentation.
- **Academic Integrity:** From the UMass Dartmouth Student Handbook <http://www1.umassd.edu/studenthandbook/studentjud/welcome.cfm>: "All students are expected to maintain high standards of academic integrity and scholarly practice. Academic dishonesty of all varieties, including plagiarism, is not allowed, whether as a result of failure to understand proper academic and scholarly procedure or as an act of intentional dishonest. ... Academic dishonesty can take a variety of forms, ranging from using unauthorized materials on examinations or copying answers of another student on an examination, to representing work done by other writers, including other students, as one's own, to accessing computer files without authorization..." **ALL STUDENTS MUST HAVE A UMASS DARTMOUTH EMAIL ADDRESS AND**

USE IT DAILY. I will be communicating with you through the email distribution list on our mycourses website. Those messages will remain inside the mycourses system, but will forward an email to your UMD email account also.

- **Class Contribution:** Since the primary teaching method is discussion based, it is important that you contribute in this class. That's a function of the value-added to this class. Your contribution is very transparent - either you took the time to read and comment meaningfully on discussion topics or you didn't. "Meaningfully" is subjective - This isn't Facebook with "likes." I make the determination based not only on what and how much you communicate but also on how effectively your communication generates further thought, understanding, and dialogue from your classmates. I dislike BS. A rubric is provided below so you get an idea of what I am looking for.
- **Students with special academic needs are accommodated according to UMASS guidelines.** Please message me privately in this regard.

Class Contribution Rubric – 60 %

Criteria	Advanced 5	Proficient 4	Basic 3	Below Basic 0	Score
Class participation -positive -engaged	Contributes positively and regularly in every class session to discussions / activities	Contributes positively and occasionally in class sessions to discussions/ activities	Contributes positively but rarely to discussions /activities in class	Contributes negatively to class discussions (intolerance of other's views; sarcasm; inappropriate humor; "acting out")	
Class contributions.	Consistently demonstrates evidence of having thought meaningfully about the course readings in preparation for class discussion	Often demonstrated evidence of understanding of the readings during class	Occasionally demonstrated evidence of understanding of the readings during class	Seldom or never demonstrated evidence of understanding of the readings during class	

EVALUATION

Individual Discussion Contribution 80% *see rubric above.*
 Homework (assignments via email) 20%

Exams: There are no exams in this class. Your emailed assignments 20% and discussion board posts 80% that are due on time comprise 100% of your term grade. Let me be clear: if you post late, it's a Fail so don't even bother.

Detailed Course Schedule

Week	Date	Topic	Reading Assignment Due	Other Assignment Due via email	Due Date for Assignment and Discussion Posting
1	9/5	Introduction to Culture The Meaning of Culture	Chapters 1-3	Watch 100 Foot Journey. Tell me what you learned in a 1 page reaction paper emailed to me Individual Profile: "Where Have You Been" Where born? Raised? Family? Career? Cultural Identity?	Analyze 100 Foot Journey and send me the analysis as a word doc in an email. Where and how do cultural norms help or impede business and personal interactions. Discussion Board Post
2	9/12	Relationships	Chapter 4	Soll et al "Outsmart your Own Biases" HBR. May 2015. Tell me what you learned. Watch Kinky Boots tell me what you learned in a 1 page reaction paper emailed to me	Analyze the HBR article and email your thoughts in a word doc Have your preconceived ideas about people or places hindered you personally and professionally?

					Discussion Board Post Due by 9/15
3	9/19	Understanding Feelings Groups and Individuals	Chapter 6 Chapter 5		
4	9/26	Interpreting a Culture	Chapter 11	Watch a Movie of Choice such as The Best Marigold Hotel, Salmon Fishing in the Yemen, , Dough, Killing Fields, Brooklyn....tell me what you earned in 1 page and send that in an email	Based on your reading of chapters 5 and 6, send your movie analysis to me as a word doc in an email. How do you interpret a culture with which you are not well acquainted? Discussion Board Post Due 9/28
5	9/30	Can we quantify it so we can study it?	Chapter 14	Pick an area of personal interest and find a quantitative study pertaining to the importance of cultural norms in the workplace	Send me an email about the article you found and analyzed. Some bullet points from your analysis should appear as a Discussion Board Post Due 10/5
6	10/3	Do we create culture or does culture create us?	Chapter 7	http://www.ica.usp.br/en/news/cultural-memory-the-link-between-past-present-and-future http://www.context.org/ICLIB/IC04/McElroy.htm http://en.wikipedia.org/wiki/Blind_men_and_an_elephant research and consider the revisionist thinking	Based on your reading and personal experience, identify a way in which you had to learn a new culture and adapt to it. Discussion Board Post Due 10/13

				pertaining to Christopher Columbus	
7	10/10	Cultural Aspects of Decision-Making and Ethics	Chapter 8 and 13	http://www.bbc.co.uk/news/world-asia-india-20863860	<p>Is ethics universal or does it differ by culture? Your answer in a word doc sent in an email.</p> <p>In your experience have you encountered ways of decision making that are different from the ways with which you are most familiar? How did that work/not work for you? Post to Discussion Board by 10/20</p>
8	10/21	Communicating and Negotiating Across Cultures Microaggression	Chapter 11	http://deimos.apple.com/WebObjects/Core.woa/Browse/scu.edu.1166739554.01183551631 watch a You Tube video by Dr Derrold Wing Sue on microaggression.	<p>Analyze and react to Wing Sue's video. Is he correct? Have you ever been the recipient of microaggression? If so, what happened? Your discussion board Post Due 10/26</p>
9	10/28	Motivation and Leadership Across Cultures	Chapter 11 & 12		<p>In a business, how do you influence an organization's culture to be more open and receptive to others? Think, give an example and then your Discussion Post Due 11'2</p>
10	11/4	Groups and Teams	"HBR Building Global	http://blogs.hbr.org/cs/2012/04/leveling_the_playi	<p>Do people working in groups and teams work differently?</p>

			Teams" read the series of articles	ng field on.html	Do groups work differently than teams? Discussion Board Post, with examples, Due 11/9
11	11/11	Structure and Culture	chapter 13 and 14	Think about the recent Fiat Chrysler fines pertaining to safety recalls. Compare and contrast with Toyota.	Do you think that cultural norms hindered good business practices? Be specific and your Discussion Board post is due by 11/16
12	11/18	International Assignments	Chapter 8 and 9	Thanksgiving across cultures	If you and your family celebrate Thanksgiving, how do you do so? Discussion Board Post Due by 11/22
13	12/2	Managing Cross-Cultures in the Future	Chapter 2		In a global market place what one thing do you think is most important about this topic. Post your response to Discussion Board Due 12/7
14	12/9	Final paper is DUE			Email your final paper.