MGMT 339 (Hybrid)
Cross-Cultural Management

Early Fall Session (15/11)
August 17 to October 10, 2015

Course Description

Emphasis on the interpersonal skills needed to manage across national borders and how cultural factors influence behavior in the workplace and the negotiation process.

Prerequisite: MGMT 330 – Principles of Management

Proctored Exams: None

Class Day and Time: MONDAY, 8:00 pm – 11:00 pm

This is a hybrid course which is defined as an online course supported by a weekly in-seat class. Our class will consist both in-seat and online instruction through various resources, discussion, and homework. Please note that we will meet every week, unless otherwise noted.

You are expected to attend every class. If you know prior to the beginning of the session that you will miss more than one in-seat class, it is strongly recommended that you wait to take this course at another time.

The online portion of our course is located in D2L. You will access the course through CougarTrack.

Textbooks

- In order to complete two of the Dropbox Assignments, you will need to rent or purchase the movies North Country (2005) and Crash (2005).

Textbooks for the course may be ordered from MBS Direct:

- online at http://direct.mbsbooks.com/columbia.htm
- by phone at 800-325-3252

For additional information about the bookstore, visit http://www.mbsbooks.com.

Course Overview

Material in this course is presented from a historical, ethical, legal and organizational perspective. This will ensure that the student develops an understanding of the dynamics of cultures and organizations. Upon successful completion of this course, the student should understand the
components of all cultures, organizational culture, ethical implications of culture, gender influence within cultures, and apply cultural knowledge to the management processes.

Each week we will focus on a different aspect of cross-cultural management with class discussions, website visits and activities that will help in understanding cultural issues.

**Technology Requirements**

Participation in this course will require the basic technology for all online classes at Columbia College:

- A computer with reliable Internet access,
- a web browser,
- Acrobat Reader,
- Microsoft Office or another word processor such as Open Office.

You can find more details about standard [technical requirements](#) for our courses on our site.

**Course Objectives**

Successful completion of this course will enable the student to:

- explain the influence of a culture in the workplace
- describe formal structures of organization in a cultural context
- explain the applications of specific cultures to the management process
- describe the managerial process, tasks, and issues that arise from cultural differences

**Measurable Learning Outcomes**

- Describe the diverse workplace
- Conduct a demographic and values profile.
- Differentiate among the myths and realities of cultural diversity.
- Compare and contrast the multicultural aspects of the modern workforce.
- Describe the characteristics of an inclusive corporate culture.
- Describe how prejudice and bias affect people.
- Explain the impact of culture.
- Describe the process of stereotyping.
- Explain how to work with people from other cultures.
## Grading

### Grading Scale

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<thead>
<tr>
<th>Grade</th>
<th>Points</th>
<th>Percent</th>
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<tbody>
<tr>
<td>A</td>
<td>495 – 550</td>
<td>90-100%</td>
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<tr>
<td>B</td>
<td>440 - 494</td>
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<td>C</td>
<td>385 – 439</td>
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<tr>
<td>D</td>
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### Grade Weights

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<tr>
<th>Assignment Category</th>
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<tr>
<td>Online Discussions</td>
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<tr>
<td>In-Class Discussions</td>
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<td>14%</td>
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<tr>
<td>Dropbox (Online)</td>
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<tr>
<td>Research Topic/Outline (Online)</td>
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<td>5%</td>
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<tr>
<td>Research Paper (Online)</td>
<td>100</td>
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<td>Final Exam (Online)</td>
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## Schedule of Graded Assignments

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<th>Week</th>
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<th>Points</th>
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<th>Due In-Seat</th>
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<td>Sunday</td>
<td>In Class</td>
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<tr>
<td></td>
<td>Dropbox Homework 1</td>
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<td>Sunday</td>
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<td></td>
<td>Introductions</td>
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<td>Sunday</td>
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<tr>
<td>2</td>
<td>In Class Discussion 2</td>
<td>10</td>
<td>Sunday</td>
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<td></td>
<td>Online Discussion 2</td>
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<td>In Class</td>
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<td>Research Topic and Outline</td>
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<td>Sunday</td>
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Assignment Overview

Your work will be assessed on a basis of the percentage of points earned, with 60% the lowest in the passing range. You will know in advance the standards for each assignment. My goal is to give prompt, clear, and useful feedback to help you become a better writer and thinker.

You will be able to track your average exactly throughout the course. The grading scale is based on the percentage of points earned as outlined in the Grading Scale.

Readings (Before Class)

All readings and lecture review should be completed prior to coming to the in-seat portion of class. I encourage you to take advantage of the self-study resources available in the course.

You should utilize the information from the readings and incorporate it into all assignments within the course.

Discussions

Discussions are an integral part of this course and represent a significant portion of the final grade. The discussions for this course are broken into In-Class and Online discussions. You must complete both portions to receive full points. Discussion activities are designed to help extend your learning into the real world and bridge the gap between theory and practice.

Discussion topics will be based on the chapter material defined in the weekly course schedule. You are encouraged to interact with your classmates in all discussions. Additional online discussion topics may be introduced as needed. Participation in all discussions will improve performance on homework and the Final Exam.

In-Class Discussions

We will also have Discussions as part of our in-seat portion of the hybrid. In order to earn these points, you must attend the in-seat class. These in-seat discussions will cover topics from the readings and the previous week’s work. You should come prepared to the in-seat session ready to actively participate in all classroom discussions.

Online Discussions

Since this is a hybrid course, half of your discussion points will be awarded for your online discussion work. You should read the requirements and do any required internet research necessary. Then prepare a well-worded and thoughtful response to each question asked, relating your answer directly to the results of your research and the classroom discussion.

You must post your own discussion response before you are given access to read and reply to other messages posted by classmates. This encourages original thought without influence from other
existing messages. Students will be able to see the number of unread messages in the updates widget and on the main discussion page, but when you access the topic the following message appears: You must compose a message before you can view or reply to other messages in this topic. Any boxes opened and not completed (to get around the system) will receive an automatic deduction in the grade for that discussion. If you do have a system error contact me ASAP. Additionally, some threads do not use this feature as it is helpful for students to view other's posts.

Conventions of “netiquette” (online etiquette), which include courtesy to all users, will be observed online, and the equivalent will be observed in the classroom setting. Your initial online discussion post is due by 11:59 pm Central Time (CT) on Sunday. You must respond to at least two other students by 11:59 pm CT on Sunday.

Dropbox Assignments (Online)

You will have a total of eight writing assignments in addition to the Research Paper. Dropbox Assignments should be prepared using MS Word. This method preserves their formatting. Include your name in every document. This includes signing e-mail messages and Word attachments.

Research Paper (Online)

You will write a 5-10 page, APA-cited research paper on an approved topic. Please review the Research Paper Topic Ideas, available in the Content area if you cannot come up with a topic on your own. There are documents available in the Content area that you should review regarding the research paper: Developing an Outline, Diversity Related Movies, and Formatting a Research Paper. I have also created a discussion topic in the Discussions area where you can post questions you may have regarding your research paper.

Make sure you are citing from the 6th edition of the APA manual. Many students like to use Wikipedia as a source for their papers. Wikipedia may not be used as a reference source due to the fact that Wikipedia can be edited at will by anyone viewing the site. Wikipedia doesn't claim that their articles are truthful, and the ISP used to post the article has explicit legal protection since ISPs are not considered "publishers".

Final Exam (Online)

The Final Exam will contain multiple-choice questions over the material from the course. You will take the Final Exam online during Week 8. It is an open book, but don't be fooled, you need to study!

Course Schedule

Week 1: What is Culture?

Readings (Before Class)

• Chapter 1
• Chapter 2

In Class Discussion 1

During the in-seat portion of the class, the discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

Introductions (Optional Discussion)

Introduce yourself in the "Introductions" topic of our class Discussions area. Please give us more than your name. Include your profession, hobbies, interest in diversity/cross-cultural management, and any
other information that can help us get to know you. Discuss the organization where you work. Is it a diverse organization? Is there specific information on managing diversity that you would like to obtain from this course? Does your organization provide diversity education?

**Online Discussion 1**

Academic honesty - During this course you will be required to write and submit weekly Dropbox assignments, and a research paper. In this thread, we will discuss Academic Honesty and Plagiarism. There is a section in the syllabus that addresses Academic Honesty. In this thread (in your own words), please explain what plagiarism is and feel free to defend what it is not!

Your initial post and two responses are **due by 11:59 pm CT on Sunday**.

**Dropbox 1 (Online)**

Complete self-awareness activity 2.3: Your Cultural Profile (Carr-Ruffino, p. 71). Complete steps 1 – 3 on your own, then complete and submit step 4. You will need to write several paragraphs discussing and analyzing your cultural profile. Include any thoughts, feelings, surprises, or insights that came to you as you did this skill builder.

Submit your response to the appropriate Dropbox folder by **11:59 pm CT on Sunday**.

**Week 2: Understanding the Dominant Culture, Stereotyping, Prejudice, and Discrimination**

**Readings (Before Class)**

- Chapter 3
- Chapter 4
- Chapter 5

**Additional Online Activities (Before Class)**

- Look at the list of possible research topics that are located in the Content area under Week 2. Review the other documents pertaining to the research paper that you will be writing. Start planning your research paper now, not in Week 7.
- Review the Guidelines for Completing Case Studies. Make sure you understand the four steps in the process, as you will be required to follow this procedure for your case study assignments.
- Review the information on conducting a diversity audit as this will help you with your Dropbox assignment.

**In Class Discussion 2**

During the in-seat portion of the class, the discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

**Online Discussion 2**

Read the article regarding white privilege and male privilege called “White Privilege: Unpacking the Invisible Knapsack,” by Peggy McIntosh, which may also be found in the Content area of Week 2. Make sure to answer the following questions.

- What does the author mean by the concept of “white privilege”?
- Re-read the author’s list of 46 examples of white privilege. Select the five examples that seem the most significant in helping you to understand that white people are privileged. Explain your selections.
- Most of us have experienced privilege in some form. Describe an example from your experience.
• How does this article help you to understand the oppression that members of other groups may experience?

Your initial post and two responses are due by 11:59 pm CT on Sunday.

Research Topic (Online)

Submit the title of your research paper along with an outline of the paper. Include three of the five required, APA formatted references in a reference list. If you are unsure of correct APA citing, visit the APA Resources in the Content area.

Submit your response to the appropriate Dropbox folder by 11:59 pm CT on Sunday.

Dropbox 2 (Online)

This week you will conduct a diversity audit on the organization where you work. More information on conducting a diversity audit is located in the Content area. You can also review the information on page 692 of your textbook.

After you investigate, you will provide a review, analysis, and recommendations for your organization. For this Dropbox assignment create a PowerPoint Presentation that you could give to your management team. Be sure to use the speaker notes so that I know exactly what you will say to your audience. Discuss the diversity audit, what you researched, what you found, and what your recommendations for the organization are.

This PowerPoint presentation along with in-depth speaker notes should be about 8 – 10 slides. Submit your response to the appropriate Dropbox folder by 11:59 pm CT on Sunday.

Week 3: Men and Women

Readings (Before Class)

• Chapter 6

In Class Discussion 3

During the in-seat portion of the class, the discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

Online Discussion 3

Find an article on the Internet that discusses one of the following topics from pp. 217-220:

• One of the Leadership Challenges
• Breaking through Gender Barriers or Leadership Opportunities
• Promoting Gender Equity in the corporate culture.

Summarize your article for the class. Was any new information revealed? Please post the website where you found the article so others may view it.

Your initial post and two responses are due by 11:59 pm CT on Sunday.

Dropbox 3 (Online)

Watch the movie North Country (2005) starring Charlize Theron. This is an R-rated movie (note: not family friendly) the film contains scenes of aggression, harsh language and vile pranks. After viewing the movie, provide an analysis answering the following list of questions. Remember, this is not a movie critique or summary.

• Define the many stereotypes within the movie and how those stereotypes reinforce inappropriate behaviors.
Address the two types of sexual harassment. Are both evident in the movie – provide examples.

At any time did the female characters show (through words or actions) that they would be receptive to advances by their male co-workers? Provide examples.

At any time in the movie were there moments of acceptance/understanding between the genders that took place? Explain.

Submit your response to the appropriate Dropbox folder by **11:59 pm CT on Sunday.**

**Week 4: The African American Community**

**Readings (Before Class)**

- Chapter 7

**Additional Online Activities (Before Class)**

Visit the listed websites that pertain to Condoleezza Rice, which may be found in the Content area for Week 4. They highlight many of her accomplishments. Be prepared to discuss her during the in-seat portion of this week’s class.

**In Class Discussion 4**

During the in-seat portion of the class, the discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

**Online Discussion 4**

Find an article (on the Internet) of a successful African American. Success means different things to different people. Explain how this individual is a “success” in your eyes. Summarize their achievements and share the web address of where you located your information. (You cannot use Condoleezza Rice. I have already given you several links detailing her successes.)

Your initial post and two responses are due by **11:59 pm CT on Sunday.**

**Dropbox 4 (Online)**

Read the Case Study 7.2 Karla, African American Salesperson and Case Study 7.3 Karla Gets Promoted (Carr-Ruffino, p. 269 - 270). What might be happening behind the scenes here? Key issues? Root problems? What do you think Daniel should do? What do you think Karla should do? Why?

Submit your response to the appropriate Dropbox folder by **11:59 pm CT on Sunday.**

**Week 5: Working with American Indians, Asian Americans, & Arab Americans**

**Readings (Before Class)**

- Chapter 8
- Chapter 9
- Chapter 10

**In Class Discussion 5**

During the in-seat portion of the class, the discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

**Online Discussion 5**

Do you think it should be a requirement that legal immigrants entering the United States must learn English? Yes or No. Defend your position. *(Note: this is not a political discussion of US immigration policy or a discussion of illegal immigration into the U.S.)*
Your initial post and two responses are due by 11:59 pm CT on Sunday.

Dropbox 5 (Online)

There have been many media reports regarding the rise of discrimination against Arab-Americans in the United States since the 9/11 Terrorist Attacks. Research this topic (with your focus on discrimination in employment) and write a paper (1-2 pages) of recommendations for US employers. What can management do to fight this discrimination, and what must organizations do by law to fight this discrimination? Be sure to research beyond the textbook; include in-text citations and a references list using APA formatting.

Submit your response to the appropriate Dropbox folder by 11:59 pm CT on Sunday.

Week 6: Working with Latino Americans, Gay Persons, & Persons with Disabilities

Readings (Before Class)

- Chapter 11
- Chapter 12
- Chapter 13

In Class Discussion 6

During the in-seat portion of the class, the discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

Online Discussion 6

Read the Case Study 12.4 Edna, Lesbian Employee (Carr-Ruffino, pg 500). What surface problems do you notice? What are the underlying root problems? What actions would you recommend Edna to take? Provide solid support for those recommendations.

Your initial post and two responses are due by 11:59 pm CT on Sunday.

Dropbox 6 (Online)

View the movie *Crash* [2005]. The movie takes place over the course of a 24-hour period in Los Angeles, California, as it follow a diverse group of people and examines how their lives become intertwined in that time frame. The movie brings forward many stereotypes, bias, and prejudices. After viewing the movie, provide an analysis answering the following list of questions. Remember, this is not a movie critique or summary. This is an R-rated movie (note: not family friendly).

- Which diversity dimensions does this film vividly show? Consider all possibilities such as age, gender, social class, race and the like. Discuss these dimensions.
- Does stereotyping appear anywhere in the film? Give examples.
- Is stereotyping a basis for any conflict incidents shown in the film? Note some examples.
- Are there any moments of acceptance of differences in the film? Explain.

Submit your response to the appropriate Dropbox folder by 11:59 pm CT on Sunday.

Week 7: Working with Older Persons, Persons of All Sizes & Shapes, and Persons from Diverse Religions

Readings (Before Class)

- Chapter 14
- Chapter 15
- Chapter 16
Additional Online Activities (Before Class)

Explore the various web links, videos, and quizzes available through the Week 7 Content area. Be prepared to discuss the topics during the in-seat portion of the class.

In Class Discussion 7

During the in-seat portion of the class, the discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

Online Discussion 7

Select a religion (other than your own) and research the following:

- A brief history of the religion
- The religion’s major beliefs and practices that could impact the workplace such as holy days, dress, diet, and attitudes about women, racial minorities, and gays, etc.
- Specific past or current workplace issues that have been raised with respect to this religion and/or its practices. A list of some of the world religions with web links are posted in the Content area under Week 7’s Online Resources page.

Your initial post and two responses are due by 11:59 pm CT on Sunday.

Dropbox 7 (Online)

Choose one of the three articles listed below to discuss.

- Each year the American Association of Retired Persons honors organizations that support the utilization of older workers. Visit the AARP website below and review this year's list of “Winning Strategies” organizations. Select one that you consider to be innovative. What does it do that benefits the organization’s mission and meets the needs of the older workers? www.aarp.org
- Go to the following site and read the article “Generation X and The Millennials: What You Need to Know About Mentoring the New Generations,” by Diane Thielfoldt and Devon Scheef. What suggestions do the authors give for mentoring different generations? What recommendations can you make to management about mentoring based on your reading of the article? http://www.abanet.org/lpm/lpt/articles/mgt08044.html
- Go to the following site and read the article, Mixing and Managing Four Generations of Employees by Greg Hammill. Based on the article, what advice can you give to management about recruiting new members of different generations for most US based organizations? http://www.fdu.edu/newspubs/magazine/05ws/generations.htm

Submit your response to the appropriate Dropbox folder by 11:59 pm CT on Sunday.

Research Paper (Online)

Submit your 5-10 page research paper, with correct APA citing. The final research document requires 5 APA references and in-text citations. This paper should follow the outline submitted during Week 2 and contain the required elements of APA that are listed in the Research Paper Format documents, available in the Content area.

Submit your response to the appropriate Dropbox folder by 11:59 pm CT on Wednesday.

Week 8: Managing Diversity: Inclusive Corporate Cultures

Readings (Before Class)

- Chapter 17
In Class Discussion 8

During the in-seat portion of the class, the discussion will focus on the topics from the readings and questions that you and your classmates have from the week's information. You must be in attendance to receive credit for this portion of the discussion.

Final Exam

The Final Exam will be made available in the Quizzes area beginning Monday. It is an open book, but don't be fooled, you need to study!

You must complete the exam by 11:59 p.m. Saturday.

Course Policies

Student Conduct

All Columbia College students, whether enrolled in a land-based or online course, are responsible for behaving in a manner consistent with Columbia College's Student Conduct Code and Acceptable Use Policy. Students violating these policies will be referred to the office of Student Affairs and/or the office of Academic Affairs for possible disciplinary action. The Student Code of Conduct and the Computer Use Policy for students can be found in the Columbia College Student Handbook. The Handbook is available online; you can also obtain a copy by calling the Student Affairs office (Campus Life) at 573-875-7400. The teacher maintains the right to manage a positive learning environment, and all students must adhere to the conventions of online etiquette.

Plagiarism

Your grade will be based in large part on the originality of your ideas and your written presentation of these ideas. Presenting the words, ideas, or expression of another in any form as your own is plagiarism. Students who fail to properly give credit for the information contained in their written work (papers, journals, exams, etc.) are violating the intellectual property rights of the original author. For proper citation of the original authors, you should reference the appropriate publication manual for your degree program or course (APA, MLA, etc.). Violations are taken seriously in higher education and may result in a failing grade on the assignment, a grade of "F" for the course, or dismissal from the College.

Collaboration conducted between students without prior permission from the instructor is considered plagiarism and will be treated as such. Spouses and roommates taking the same course should be particularly careful.

All required papers may be submitted for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers may be included in the Turnitin.com reference database for the purpose of detecting plagiarism. This service is subject to the Terms and Conditions of Use posted on the Turnitin.com site.

A plagiarism tutorial is located in the content area of the D2L website. Additionally, work that was completed in a prior course and submitted in the current course will not be accepted.

Non-Discrimination

There will be no discrimination on the basis of sex, race, color, national origin, sexual orientation, religion, ideology, political affiliation, veteran status, age, physical handicap, or marital status.
Disability Services
Students with documented disabilities who may need academic services for this course are required to register with the Coordinator for Disability Services at (573) 875-7626. Until the student has been cleared through the disability services office, accommodations do not have to be granted. If you are a student who has a documented disability, it is important for you to read the entire syllabus before enrolling in the course. The structure or the content of the course may make an accommodation not feasible.

Attendance Policy
Attendance for a week will be counted as having submitted a course assignment for which points have been earned during that week of the session or if the proctoring information has been submitted or the plagiarism quiz taken if there is no other assignment due that week. A class week is defined as the period of time between Monday and Sunday (except for Week 8, when the week and the course will end on Saturday at midnight). The course and system deadlines are all based on the Central Time Zone.

Email
All students are provided a CougarMail account when they enroll in classes at Columbia College. You are responsible for monitoring email from that account for important messages from the College and from your instructor. You may forward your Cougar email account to another account; however, the College cannot be held responsible for breaches in security or service interruptions with other email providers.

Students should use email for private messages to the instructor and other students. The class discussions are for public messages so the class members can each see what others have to say about any given topic and respond.

Late Assignment Policy
A hybrid class requires regular participation and a commitment to your instructor and your classmates to engage regularly in the reading, discussion, and writing assignments. Although most of the communication for this course is asynchronous, you must be able to commit to the schedule of work for the class for the next eight weeks. You must keep up with the schedule of reading and writing to successfully complete the class.

Course Evaluation
You will have an opportunity to evaluate the course near the end of the session. A link will be sent to your CougarMail that will allow you to access the evaluation. Be assured that the evaluations are anonymous and that your instructor will not be able to see them until after final grades are submitted.

Additional Resources
Orientation for New Students
This course is offered online, using course management software provided by Desire2Learn and Columbia College. The Student Manual provides details about taking an online course at Columbia College. You may also want to visit the course demonstration to view a sample course before this one opens.
Technical Support

If you have problems accessing the course or posting your assignments, contact your instructor, the Columbia College Helpdesk, or the D2L Helpdesk for assistance. Contact information is also available within the online course environment.

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<td><a href="mailto:CCHelpDesk@ccis.edu">CCHelpDesk@ccis.edu</a></td>
<td><a href="mailto:helpdesk@desire2learn.com">helpdesk@desire2learn.com</a></td>
</tr>
<tr>
<td>800-231-2391 ex. 4357</td>
<td>877-325-7778</td>
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Online Tutoring

Smarthinking is a free online tutoring service available to all Columbia College students. Smarthinking provides real-time online tutoring and homework help for Math, English, and Writing. Smarthinking also provides access to live tutorials in writing and math, as well as a full range of study resources, including writing manuals, sample problems, and study skills manuals. You can access the service from wherever you have a connection to the Internet. I encourage you to take advantage of this free service provided by the college.

Access Smarthinking through CougarTrack under Students->Academics->Academic Resources.