

Course Code & No. - Section: INTB 325 – Section 1
Course Title (Credits): Cross-Cultural Management (3)
Term & Year: Spring/ 2016
Course Ref. No. (CRN): 10020

Instructor: Deborah Downing Wilson, Ph.D.
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Office Hours: By appointment
2nd floor TCES
Class Meetings: T/Th 11:30 - 12:45 a.m.
TCES 206

Notes: Please turn your phone and your laptop off and put them away before entering the class. Please do not eat your lunch in this class.

Primary Text: F. Luthans, and J.P. Doh. *International Management: Culture, Strategy, and Behavior*, 9th Ed., McGraw-Hill Irwin, 2015. Supplementary readings will be made available as required.

Course Description: In this class you will begin to build the skill set necessary for ethical and productive management in culturally diverse business settings. Cultural groups order and organize human life, emphasize the power of immediate surroundings, and shape our relationships with others. Membership in cultural groups is the primary criterion for identity formation, and for our evaluation of others. Together, members of cultural groups create and sustain ethical frameworks within which all of our decisions and value judgments are made. In this class we will take a hands-on approach to understanding the consequences of cultural group membership in the workplace, particularly how culture shapes the workplace environment and enables and constrains working relationships. We will pay special attention to social processes occurring inside culturally diverse work settings and at the boundaries between cultural groups. What sorts of communication processes make negotiation of cultural boundaries possible? How do we define, sustain, and defend our own value systems? How can we develop the sensitivity necessary to manage effectively in a multicultural workplace? How can we build hybrid systems where everyone's culture is valued and respected?

Course Objectives:

1. Unpack your own cultural heritage in order to understand the ways culture shapes your perceptions of yourself, of other people and of the world around you
2. Understand the moral and logical frameworks that your own culture provides and the processes through which meaning, judgments and decisions are made inside those frameworks
3. Compare and contrast your own cultural frameworks with those of others in order to build awareness and understanding of the challenges facing those who wish to do business in diverse cultural environments

4. Understand of the role of culture in shaping the workplace environment and working relationships inside that environment
5. Understand and appreciate the need for ethics and social responsibility in multicultural management
6. Understand the elements of effective cross-cultural negotiation and communication
7. Appreciate the broader efforts firms make to manage their relations with host countries, and discuss the various options for managing alliances and joint ventures
8. Understand the tools and techniques used to provide motivation and incentives for employees across cultures, including compensation, benefits, work teams, and other approaches
9. Understand and describe the practices for recruiting, selecting, training and deploying employees internationally, including the challenges of expatriate placement and repatriation
10. Learn strategies for managing your own career development in a global economy

Course Requirements:

Participation: All students are expected attend class, to arrive on time and stay until dismissed, and to participate actively in class discussions and activities. This includes evidence of thorough prior preparation of course materials, keeping up with reading assignments, engaging in exercises, etc. There is no distinction between an “excused” and an “unexcused” absence. In the case of illness, school sanctioned activities, or personal emergency lost points may be made up at the instructor’s discretion.

Reading Reflections: At 6:00 pm on the day before a reading is due, you will turn in your reading reflections. These can take on a variety of forms, as they will reflect your own individual ways of making sense the course material. Discussion questions for the next day will be created from these reflections. Everyone’s reflections will look a little different, but you must address the key questions outlined below:

1. New terms and ideas: List and define or discuss what you judge to be the most important ideas and new terms from the reading.
2. Applications: Relate at least two ideas from the reading to your experiences on or off campus. Where in the world do you see these concepts at work?
3. Lingering questions: What questions were raised for you as you think about your own life and goals in light of this reading. Be prepared to discuss these thoughts in class.

Field Work Project: Marshall Kitchens (2006) contends that in order to develop a better understanding of culture, students must be able see their own strangeness through the eyes of others. In this project you will spend time in a cultural setting that is foreign to you, with the goal of seeing others through new eyes, and seeing yourself as they see you. More later.

Team Presentations: Your team will make several class presentations aimed at deepening our understanding of the topics covered in the course. These will include debates on issues of social policy, and facilitating class discussions about case studies related to doing business in foreign

environments. During the final weeks of the semester you and your group will teach an entire class designed to demonstrate specialist knowledge of the business climate in one foreign country. More information to follow.

Final Reflection Paper: At the end of the term you will be asked to go back and review your reflections, presentations, and your field work project, to think deeply the course readings and about your experiences in the class, and to write a short (1000 -1200 word) reflection on your own learning and development (or lack of it) this semester.

Final Portfolio: There will be no midterm or final exam in this class. Instead, you will collect all of the work you have done throughout the semester and turn it in at the end of the term. This portfolio will serve as the foundation for your final grade. Detailed instructions for building your portfolio will be handed out near the end of the semester.

Grading: to be determined by students during the first week of class	
Attendance and Participation	25-35 (35)
Reading Reflections	15-25 (25)
Field Work Project	10-20 (10)
Team Presentations	25-35 (25)
Final Reflection Paper	5 (5)
Total	100

The Honor Code

The faculty of SNC believes students must be held to high standards of integrity in all aspects of college life in order to promote the educational mission of the College and to encourage respect for the rights of others. Each student brings to the SNC community unique skills, talents, values and experiences which, when expressed within the community, contribute to the quality of the educational environment and the growth and development of the individual. Students share with members of the faculty, administration and staff the responsibility for creating and maintaining an environment conducive to learning and personal development, where actions are guided by mutual respect, integrity, responsibility and trust. The faculty and students alike must make diligent efforts to ensure high standards are upheld by their colleagues and peers as well as themselves. Therefore faculty and students accept responsibility for maintaining these standards at Sierra Nevada College and are obligated to comply with its regulations and procedures, which they are expected to read and understand.

Consequences of Violating the Student Honor Code

SNC students and faculty share the responsibility for maintaining an environment of academic honesty. Thus, all are responsible for knowing and abiding by the SNC Faculty/Student Honor Code published in the current SNC Catalog. Faculty are responsible for presenting the Honor Code and the consequences of violating it to students at the start of their classes AND for reporting all incidences of academic dishonesty to the Provost. Students are responsible for knowing what constitutes CHEATING, PLAGIARISM and FABRICATION and for refraining from these and other forms of academic dishonesty. Violations of the Honor Code become part of a student's academic record.

- 1st Offense: Student receives a zero for assignment/exam and counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning.
- 2nd Offense: Student fails course and receives counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning.
- 3rd Offense: Student is expelled.

ADA Accommodations

In accordance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, students with a documented disability are eligible for support services and accommodations. If a student wishes to request an accommodation, please contact the Director of Academic Support Services, Henry Conover, at (775) 831-1314 x7534, hconover@sierranevada.edu or go to the OASIS offices on the third floor of Prim Library within the first week of the semester.

INTB325 SPRING 2016 COURSE OUTLINE – JANUARY 19, 2016 - SUBJECT TO CHANGE
PLEASE BE SURE YOU ARE USING THE MOST CURRENT VERSION.

Week/Day	Class Discussions and Activities Reading and film watching should be accomplished before class.
Week I Tuesday January 19	Syllabus overview, Course preview, Who are you? This is how I want to be graded. Why I hate working in groups.
Thursday January 21	How culture controls our perception and creates the logic structures we use in judgment and decision-making. Beyond two sides Debate Assignments
Week II Tuesday January 26	Habitus, Worldview and the cultural framing of perception. “The Geography of Thought” Cultural approaches to problem solving Read: Miner, Horace. “Body Ritual among the Nacirema” Reading Reflections Due Monday 1/25 at 6:00pm.
Thursday January 28	Cultural Debates
Week III Tuesday February 2	Cultural Debates Extra Credit Opportunity: Watch the film “Water” by Deepa Mehta before class. Group Assignments
Thursday February 4	Why White Parents Don’t Talk To Their Children About Race Watch: “A Class Divided” Parts 1-5 (46 minutes) Find it at: http://www.pbs.org/wgbh/pages/frontline/shows/divided/etc/view.html Reading Reflections Due Wednesday 2/3 at 6:00pm.
Week IV Tuesday February 9	Ethics and Social Responsibility Read: INT. MGMT. TEXT, Chapter 3 (Pp 62-84) Reading Reflections Due Monday 2/8 at 6:00pm.
Thursday February 11	Student-led discussions, Ethics case studies 1. Johnson and Johnson (85) (Group 1) 2. Pharmaceutical Companies, Intellectual Property, and the Global AIDS Epidemic (97) (Group 2)
Week V Tuesday February 16	Student-led discussions, Ethics case studies 1. The Case of Nike and Human Rights (87) (Group 3) 2. Danskø Puts Its Right Foot Forward (89) (Group 4)
Thursday February 18	Student-led discussions, Ethics case studies Intro to Field Work Project 1. The Case of Russell Athletic (92) (Group 5) 2. Saudi Arabia (86)

Week VI Tuesday February 23	When in Bogata (Group 1) Read: INT. MGMT. TEXT, Chapter 5 Managing Across Culture Reading Reflections Due Monday 2/22 at 6:00pm.
Thursday February 25	Student-led discussions, Case studies 1. Frankenfoods or Rice Bowl for the World (Supplement) (Group 2) 3. The Cultural Roots of Toyota's Quality Crisis (110) (Group 3)
Week VII Tuesday March 1	Coca Cola in India , Nokia Targets the Base of the Pyramid (Group 4) Read: INT. MGMT. TEXT, Chapter 7 "Cross-Cultural Negotiation" Reading Reflections Due Monday 2/29 at 6:00pm.
Thursday March 3	Student-led discussions, Case studies Field Work Proposal Due 1. Euro Disneyland (250) (Group 5) 2. Tokyo: Disney's Expansion in Asia (260) (Group 1)
Week VIII Tuesday March 8	The OLED project Read: INT. MGMT. TEXT, Chapter 11 "Management Decision and Control" Reading Reflections Due Monday 3/7 at 6:00pm.
Thursday March 10	Student-led discussions, Case studies 1. The People's Car (402) (Group 2) 2. AirAsia (411) (Group 3)
Week IX Tuesday March 15	Spring Break – No Classes Field Work
Thursday March 17	Spring Break – No Classes Field Work
Week X Tuesday March 22	Guest Lecturer Ana Carolina Talatinian
Thursday March 24	Guest Lecturer Ana Carolina Talatinian
Week XI Tuesday March 29	Field Work Presentations Field Work Reflection Due Guest Lecturer Ana Carolina Talatinian
Thursday March 31	Field Work Presentations Guest Lecturer Ana Carolina Talatinian
Week XII Tuesday April 5	Indonesia In The Spotlight Read: INT. MGMT. TEXT, Chapter 12 "Motivation Across Cultures" Learning Notes Monday at 6:00pm.

Thursday April 7	Student-led discussions, Case studies 1. HSBC In China (544) (Group 4) 2. Chiquita's Global Turnaround (560) (Group 5)
Week XIII Tuesday April 12	IKEA's Global Renovations Read: INT. MGMT. TEXT, Chapter 14 "Human Resource Development Across Cultures" Learning Notes Monday at 6:00pm.
Thursday April 14	Leadership Across Cultures (ch13) Germany In The Spotlight
Week XIV Tuesday April 19	Crash Course for American Managers on Assignment in Africa (Group 1)
Thursday April 21st	Crash Course for American Managers on Assignment in Asia (Group 2)
Week XV Tuesday April 26th	Crash Course for American Managers on Assignment in South America (Group 3)
Thursday April 28th	Crash Course for American Managers on Assignment in Eastern Europe (Group 4)
Week XVI Tuesday May 3rd	Crash Course for American Managers on Assignment in the Middle East (Group 5)
Thursday May 5th	Prep day No Classes
Wednesday May 12 th 11:30-2:30	Final Event (extra credit opportunity) Leaders Eat Last, The Go-Giver, The Slight Edge, and other People-First business philosophies Final Portfolios Due