

Course Code & No. - Section:	INTB 325 – Section 1
Course Title (Credits):	Cross-Cultural Management (3)
Term & Year:	Spring/ 2015
Course Ref. No. (CRN):	10227
Instructor:	Deborah Downing Wilson, Ph.D.
Email: Correspondence	ddowningwilson@sierranevada.edu
Email: Homework	DDWhomework@gmail.com
Office Hours:	Tuesday 11:30 am- 12:30 pm, and by appointment 2 nd floor TCES
Class Meetings:	T/Th 10:00 - 11:15 a.m. Patterson 213

Notes: Please turn your phone and your laptop off and put them away before entering the class. (In the second half of the semester you will be asked to bring a laptop if you can, but to leave it off until it's needed for class activities.) Please do not eat your breakfast in this class.

Text: F. Luthans, and J.P. Doh. *International Management: Culture, Strategy, and Behavior*, 9th Ed., McGraw-Hill Irwin, 2015.

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: (20%) All students are expected attend class and to participate actively in class discussions and activities. This includes evidence of thorough prior preparation of course materials, engaging in exercises, etc.

Weekly Reflections: (15%) Most Thursdays, at the end of the class period you will receive a prompt asking you to write a short (400-500 words) commentary on one of the ideas we addressed during the week, and to link this idea to an event in your own life. We will discuss this process in more detail in class. Your reflection must be submitted to the homework email account by Sunday at 10:00 p.m. to receive full credit. Subject line: your name and the assignment due date. Start a new thread for each assignment. 50% credit for late submissions

Quizzes: (15%) The readings in this class have been carefully chosen to be thought-provoking and directly relevant to the class discussions and activities. You must keep up with the readings to participate fully in the class. In order to inspire you to do all the reading, on the days readings are due there will be a short quiz at the beginning of class. If you are late or absent, you cannot make these up.

Field Work Project: (10%) 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 Debates: (20%) Twice during the semester your team will be assigned to argue one side of a controversial issue faced by individuals in multicultural endeavors. More details to follow.

Team Presentations: (10%) Your team will make one class presentation aimed at deepening our understanding of one of the topics covered in the course. More information to follow.

Final Reflection Paper: (10%) 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.

SNC Mission Statement

Sierra Nevada College graduates will be educated to be scholars of and contributors to a sustainable world. Sierra Nevada College combines the **liberal arts** and **professional preparedness** through an interdisciplinary curriculum that emphasizes **entrepreneurial thinking** and environmental, social, economic and educational **sustainability**.

Prim Library Resources

Using the library's resources effectively (not just Internet resources) contributes to developing each of SNC's core themes by exposing students to high quality academic resources, diverse opinions, new ideas, and a future that includes building on a liberal arts education. In this course, you will be expected to utilize the library's resources (either on-site or remotely) as you complete your assignments.

Prim Library Resources:

1. Materials on reserve (ask for these at the circulation desk; for use inside Prim Library)
2. Reference materials (for use inside Prim Library)
3. Books (can be checked out)
4. Electronic databases (for peer-reviewed research articles, reviews, newspaper and magazine articles) Electronic databases, such as EBSCO: Academic Search Premier.
5. Hardcopy periodicals
6. Lib Guides: <http://Libguides.sierranevada.edu> These web pages contain instructions about how to use resources available at Prim Library, how to evaluation the appropriateness of information from the Internet for a research paper, how to cite sources, and other topics related to finding and using information.

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.

The SNC Email System

The SNC email system is the official communication vehicle among students, faculty members and administrative staff and is designed to protect the confidentiality of student information as required by the Family Educational Rights and Privacy Act of 1974 Act (FERPA). Students should check their college email accounts daily during the school year.

Students have a right to forward their SNC e-mail to another e-mail account (for example, @hotmail or @gmail). However, confidentiality of student information protected by FERPA cannot be guaranteed for SNC e-mail forwarded to an outside vendor. Having email redirected does not absolve a student from the responsibilities associated with official communication sent to his or her SNC email account.