TMGT 8480 Managing Across Cultures

Fall, 2011

A. COURSE DESCRIPTION

The course provides a practical guide to working with people from other cultures. It is intended to help prepare you to (1) manage people from different countries and cultures who are part of the same multinational company, (2) perform effectively as an expatriate who lives and works outside your home country, or (3) work for a foreign-owned enterprise.

By the end of the course, you should have a higher level of confidence in dealing with people from different cultures in various roles. Those roles might include customer or client; organizational superior, subordinate or co-worker; and partner in a negotiation, trade transaction or joint venture. Along the way you will learn how to identify and respond to cultural differences, how to prepare for cross-cultural encounters (especially negotiations and foreign assignments), and how culture and organizational leadership interact to affect the work environment and the organization's success.

Prerequisite:

B. TEXT

a) Required Texts:


C. STUDENT LEARNING OBJECTIVES

a) Course Objectives

The main objective of the course is to prepare you to function more effectively in organizational settings involving people from different cultures who have different values, norms, behavior patterns, perceptions and expectations. Additional objectives are to help you:

- be more aware of the implications of your own cultural background, as well as the prevailing culture of your organization and your country;
- think and act more effectively when you are confronted with limited or conflicting information;
- adapt more quickly to the changes that are accompanying rapid globalization; and
- be a better citizen of your country and the world.
D. COURSE ASSESSMENTS
   a) Assessments in the Class
      I. Discussions
   b) External Assessments
      1. Attendance
      2. Interaction

E. ACCOMMODATIONS FOR STUDENTS WITH LEARNING DISABILITIES
   If you believe that you need accommodations for a disability (also referred to as IEPs and 504 plans), please notify me within the first week of class and contact the Office of Accessibility Services at (718) 409-7348 or email Dean Tardis Johnson at tjohnson@sunymaritime.edu for an appointment to discuss your needs and the process for requesting accommodations. Since accommodations may require early planning and generally are not provided retroactively, please contact Accessibility Services as soon as possible!

F. ACADEMIC INTEGRITY POLICY
   Absolute integrity is expected of every Maritime student in all academic undertakings.

   A Maritime student's submission of work for academic credit indicates that the work is the student's own. All outside assistance should be acknowledged, and the student's academic position truthfully reported at all times. In addition, Maritime students have a right to expect academic integrity from each of their peers.

   Students are expected to do their own work in class, on assignments, laboratory experiments, and examinations or tests in accordance with the directions given by the instructor. It is the responsibility of all students to read and understand this statement of College policy on academic integrity. Maritime College considers the violation of academic integrity a serious matter, and one that will be treated as such.

   A student who violates academic integrity may, depending on the nature of the offense, be subject to one or more of the following measures: failure of the assignment or examination, failure of the course, dismissal from the Regiment of Cadets, or dismissal from the College. Violations of academic integrity, also known as academic dishonesty, are subject to review by the Judicial Board. For details, go to:


   ALL ACADEMIC INTEGRITY VIOLATIONS WILL BE REPORTED TO THE DEAN OF STUDENTS
TMGT 8480 Managing Across Cultures
Fall, 2011

A. INSTRUCTOR INFORMATION
Adj. Prof. Ezgi UZEL
euzel@sunymaritime.edu
On-line course – no office hours & no class meetings

B. GRADING
Grading is done on the basis of:

1. Discussion Assignments: 40 maximum points
(8 discussion assignments x 5 points per discussion assignments)

Maximum points that one can attain in the course is 40. The actual points attained will be divided by 40 and the resulting percentage translated into a letter grade according to the following table.

<table>
<thead>
<tr>
<th>%</th>
<th>GPA</th>
<th>GRADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>4.00</td>
<td>A</td>
</tr>
<tr>
<td>0.93</td>
<td>4.00</td>
<td>A</td>
</tr>
<tr>
<td>0.90</td>
<td>3.70</td>
<td>A-</td>
</tr>
<tr>
<td>0.87</td>
<td>3.30</td>
<td>B+</td>
</tr>
<tr>
<td>0.83</td>
<td>3.00</td>
<td>B</td>
</tr>
<tr>
<td>0.80</td>
<td>2.70</td>
<td>B-</td>
</tr>
<tr>
<td>0.77</td>
<td>2.30</td>
<td>C+</td>
</tr>
<tr>
<td>0.73</td>
<td>2.00</td>
<td>C</td>
</tr>
<tr>
<td>0.70</td>
<td>1.70</td>
<td>C-</td>
</tr>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>F</td>
</tr>
</tbody>
</table>
C. COURSE OUTLINE

MODULE 1. Concepts, Terminology and National Cultures
Start: 08/29
End: 09/10

Assigned Readings
"Cultural Orientation," (pp. IX-XIII) in Kiss, Bow, or Shake Hands. 08/29
Hofstede interview, Academy of Management Executive, 2004. ("Reading" document.) 08/29

Discussion Issues

<table>
<thead>
<tr>
<th>Discussion</th>
<th>Discussion Start Date</th>
<th>Discussion Stop Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion 1. Cultural convergence or divergence?</td>
<td>Post your initial submission on 08/30</td>
<td>09/04</td>
</tr>
<tr>
<td>Discussion 2. Cultures likely to succeed or fail?</td>
<td>Post your initial submission on 09/05</td>
<td>09/10</td>
</tr>
</tbody>
</table>

MODULE 2 Identifying & Measuring Cultural Differences
Start: 09/11
End: 09/23

Assigned Readings
Kiss, Bow or Shake Hands. Get familiar with the book. Read the sections on three or four countries you know and three or four countries you know little or nothing about. 09/11
All other readings for this module are within the module itself. 09/11
Be sure to examine closely the Mini-lecture. It contains the data on Project GLOBE's nine key variables that you will use in both of the assignments. 09/11

Discussion Issues

<table>
<thead>
<tr>
<th>Discussion</th>
<th>Discussion Start Date</th>
<th>Discussion Stop Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion 3. &quot;Most Different From Mine.&quot;</td>
<td>Post your initial submission on 09/12</td>
<td>09/17</td>
</tr>
<tr>
<td>Discussion 4. &quot;The Two Most Different Cultures.&quot;</td>
<td>Post your initial submission between 09/18</td>
<td>09/23</td>
</tr>
</tbody>
</table>
MODULE 3. Negotiation  
Start: 09/24  
End: 10/06  

Assigned Readings  
Getting to Yes, 2nd edition (cover to cover)  
Due Date 09/24  
There are no additional Readings within the module, but be sure to look carefully at the Mini-lectures.  
Due Date 09/24  

Discussion Issues  
Discussion Start Date  
Discussion Stop Date  
Discussion 5. Applying negotiation techniques  
Post your initial submission on 09/25  
09/30  
Discussion 6. Negotiation between cultural extremes  
Post your initial submission on 10/01  
10/06  

MODULE 4 Working "Over There"  
Start: 10/07  
End: 10/13  

Assigned Readings  
Due Date  
All readings are within the module in the Readings documents.  
10/07  
Look carefully at the Mini-lectures as well. They tie the Readings together and extend them.  
Due Date 10/07  

Discussion Issues  
Discussion Start Date  
Discussion Stop Date  
Discussion 7. Heading for the toughest place  
Post your initial submission on 10/08  
10/13  
Discussion 8. Best resources on personal survival  
Post your initial submission on 10/14  
10/19