

**MANAGEMENT 560**  
**Cross Cultural Organizational Behavior**

**Instructor:** Professor Rebecca Rigney  
ASM 2135 (East Wing)  
Messages with Megan Borders - 277-2550

**Office Hours:** By appointment and I will be available prior to and following class.

**Text:** Moran, Robert T, Abramson & Moran, Managing Cultural Differences, Ninth Edition

**COURSE OVERVIEW**

We are at the dawn of a new millennium! We will examine the processes, policies, and challenges of how **“businesses of all sizes are grappling with how to maximize the opportunities—and minimize the challenges—of cultural differences. We’re realizing that diversity can be a potent and differentiating competitive edge”**. This course is designed to develop an appreciation and understanding of people around the world and their respective cultures—including their beliefs, customs, languages/communication styles, business practices, dress/appearance, sense of self and space, time and time consciousness, beliefs, values, attitudes, norms, etc. Companies that use innovative solutions/development practices to globalization issues are more likely to report better financial performance than their competitors that do not. This course is one step in your development as lifelong learners, managers, and professionals. We will view the class as a learning organization. You will be encouraged to broaden your perspectives, to develop critical thinking skills, and to consider the course topics within the context of the new century.

This course will:

- Increase your awareness of your own cultural values, and those of others, and to learn how these influence workplace behavior.
- Develop competency in effectively influencing others and in diagnosing group dynamics in the “globalizing” workplace.
- Develop/sharpen your critical thinking skills by challenging, asking, probing and evaluating diversity issues and problems in business and the social responsiveness of business regarding these issues.
- Develop your understanding of your own thoughts regarding organizational behavior in a given culture.
- Develop your understanding of how organizational behavior continues to develop and change as we increase our globalization expansion efforts.
- Develop your ability to design, prepare and present an effective learning experience for members of a global organization.

### **CLASS ASSUMPTIONS**

The instructor assumes that you will contribute your unique skills, experiences, and perspectives to the class. You are expected to prepare for each class session, actively participate in each class, and thoughtfully discuss the readings. **You will bring an article to each class related to that class days reading assignment and be prepared to present the article information to the class. You will need to turn in the article at the end of the class period. You will receive from this class experience as much as you are willing to contribute to it.** Students are expected to take an active role in constructing their unique learning experience.

### **CLASS REQUIREMENTS**

**Attendance:** Class attendance is important and the University of New Mexico has a policy on attendance. Course materials are covered in the text, but lectures and class discussion are important to augment and clarify the text materials. Get to know your fellow students so that you will have a source for lecture notes, handouts, or other updates if you find it impossible to attend a particular session. Students who foresee problems with regard to attendance and/or preparation should discuss this with me prior to the class session. **A MAXIMUM of TWO absences are permitted. Please do not undertake this course if you anticipate being absent more than two times. A portion of your grade will be based on active class participation. Each student is responsible for signing the attendance sheet at each class.**

If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

**Assignments:** Written assignments are to be handed in by the beginning of class on the day on which they are due. **No late papers will be accepted.** If you anticipate missing class the day a written assignment is due, you should submit the assignment in advance of the due date. **All papers must be turned in via hard copy—e-mail and faxed submissions will not be accepted.** You are strongly encouraged to retain a copy of each submitted assignment, as they may be discussed after they have been turned in.

**Grading:** The **following grade contract** implies that you are capable of choosing the grade you wish to achieve and that you will consult periodically with the instructor on how best you can prepare to achieve that grade. The minimum grade requirements are below:

- **C Grade (Satisfactory):** At least a "C" grade on all papers. Completion of all readings and assignments demonstrated by active class participation and at least a grade of "C" on the team presentation.
- **B Grade (Good):** At least a "B" grade on all papers. Completion of all readings and assignments demonstrated by active class participation and at least a grade of "B" on the team presentation.
- **A Grade (Excellent):** At least a "B" grade on the first two papers and a grade of "A" on the final paper and a grade of "A" on the team presentation.

**Ethical lapses** such as plagiarism or copying are very serious and will result in a failing grade for the course. Academic honesty means performing all academic work without cheating, lying, tampering, stealing, exam misconduct, receiving assistance from any other person or using any source of information that is not common knowledge (unless that assistance or use is authorized by the person responsible for supervising the academic work or is fairly attributed to the source of assistance or information). Any violation of the Student Code of Conduct will be taken very seriously and appropriate sanctions will be applied. **OUR COMMITMENT: "Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty."**  
**[www.mgt.unm.edu/honesty](http://www.mgt.unm.edu/honesty)** for full text of ASM Academic Honesty Code.

## COURSE ASSIGNMENTS/EVALUATION

All papers are expected to be well-written and neat in appearance. **All papers must be paginated and stapled. Proofread your work! Fractionalized grading may be used at the instructors discretion.**

### 1. Personal Expectations Paper

Write a 2-3 page paper explaining, in some detail, your expectations and goals for the course. Provide some background information about yourself in order to contextualize your goals. You may want to refer to this first paper in future papers. If you have any particular concerns or challenges, please discuss these also.

### 2. Cross-Cultural Interview Paper

This assignment has two parts—a field component and a written component. You are to identify some individual who is culturally unlike/different from yourself. This can be a business person, educator, family friend, religious leaders, etc. You will arrange to meet and interview this person about those issues that you/they think would be most important in establishing a business in their cultural environment. Ask them about their thoughts on where we are today versus the past and perhaps ask them about their thoughts on the impact/challenges of these and other changes on the future of globalization in their cultures. Use examples and quotations to illustrate your points and remember that your paper (4-5 pages in length) should be written as a case study essay and not as an interview. Conclude with substantive comments about your personal lessons and insights on various cultural difference issues based upon your analysis and interview. **You must spend a minimum of one hour in the interview. This may not be an experience you have had previously, it must be done in the current semester. You will be presenting (3-5 minutes) this paper to the class.**

### 3. Final Cross Cultural Paper

The paper should be 12-15 pages and must **include a bibliography** (not part of the 12-15 pages). The paper must be an in-depth analysis on "establishing a business in a Country "X" to be defined by you. This may be any country that you feel would be interesting/challenging/important in your future. You will need to draw upon relevant concepts and theories from the textbook readings and additional research materials to develop a framework for your analysis. You must develop your own solutions and well thought out recommendations. Be sure to present your own point of view about the issue and what you have learned as a result of your analysis. ***This final paper may NOT be on the same topic/culture as you selected for your team project and presentation.***

### 4. Team Project and Presentation

You will become part of a team of 3-5 class members and be responsible for designing and presenting a creative class instruction experience (**of one and one-half hours**) on a relevant topic in cross cultural organizational behavior focused on one country/culture. **The team receives one grade/evaluation for this presentation.** Be creative in the design (guest speakers, videos, role-plays, seminar style, etc.) Be sure to include information on governance, geography, place in world market, social customs, business behavior, etc. Make it a memorable learning experience for all. Stretch your imagination, do original research – the main goal is to lead us together on a learning adventure. **You will need to hand out at least one article to all class members to read the week preceding your team presentation. You must turn in a bibliography and copy of all overheads/other materials to the instructor prior to starting your presentation.**

### Sessions and Assignments

<b>Date</b>	<b>Assignments Due</b>	<b>Readings</b>
8/20	Class Introduction/Activity	
8/27		Chapters 1 & 2
9/03	<b><u>Due:</u> Personal Expectations Paper</b>	Chapter 3
9/10		Chapters 4-5
9/17		Chapters 6-7
9/24		Chapters 8-9
10/01	<b><u>Due:</u> Paper # 2 Team Project Action Plans</b>	Chapter 10
10/08		Chapter 11
10/15	<b><u>Due:</u> Final Paper Topics</b>	Chapter 12
10/22		Chapter 13
10/29		Chapters 14
11/05		Chapter 15
11/12		Chapter 16
11/19	<b>Presentation – Team Projects</b>	
11/26	<b>Presentation – Team Projects</b>	
12/03	<b>Presentation – Team Projects <u>Due:</u> Final Papers</b>	

**\*All group presentation evaluations and grades will be given to students on 12/03**