University of La Verne
College of Business and Public Management

MGMT 358 – ONLINE
Culture and Gender Issues in Management

Term: Spring 2013
Instructor: Janat Yousof, Ph.D.
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Email: jyousof@laverne.edu
Class Dates: Monday, January 25th, 2013 through Midnight Friday, May 31st, 2013

Course Description
This course is designed to recognize the changes that are necessary in the management arena because of women and people of varying circumstances and of diverse cultural backgrounds entering organizations. It examines the historical, psychological, ethical, legal and sociological viewpoints of culture and gender to better understand and to increase effectiveness of management. It provides an opportunity for individuals to recognize and learn skills necessary to succeed in an organization setting, both as a manager, as well as an effective worker, by facilitating verbal and non-verbal communication skills through awareness and better understanding of culture and gender differences. This course will facilitate the adaptation of flexibility needed in leadership, motivation, and decision-making techniques in cross-cultures. It will create an understanding of concepts of sexual discrimination, sexual harassment and sexism in the workplace, as well as culture and racial discrimination.

Course Objectives

- Create an awareness and appreciation of differences between genders and cultures.
- Examine the historical, political, and societal factors that have led to these differences.
- Explore similarities between people regardless of their background and circumstances.
- Develop tools and strategies to build effective teams among diverse groups.
- Recognize managerial processes and outcomes.
- Learn how to utilize the synergy of diversity as a competitive advantage.
Expected Learning Outcomes

It is expected that at the end of this course the student will be able to:

- Function with greater self- and social awareness, specifically with people from different cultures, gender and circumstances.
- Understand the critical role of socialization in the development of attitudes toward people of diversity in the workplace.
- Evaluate and critically analyze the challenges and constraints of managing a diverse workforce.
- Know the strategies for managing culture, gender and diversity in the workplace.
- Be able to analyze different forms of verbal and non-verbal communications as impacted by cultures.
- Be able to understand changing demographics and their impacts on organizations, for example, diversity, multiculturalism, and globalization.

Changes

Please note that modifications to this syllabus may be made at any time at the professor’s discretion.

Course Texts and Materials—Required

This course requires a variety of reading and viewing materials. Required materials are not limited to the course textbooks. Throughout the course, additional readings, videos, etc., may be indicated by the instructor.


NOTE: The above textbooks are on reserve at the Wilson Library, Main Campus. The books can be reviewed for two hours at a time, but they cannot leave the library.

Suggested Readings

3. Transcultural Leadership: Empowering the Diverse Workforce, by: Simmons, Vasquez, & Harris, Gulf Publishing.
16. The Do’s and Taboos of International Trade, by: Axtell.
17. Understanding Cultural Differences: Germans, French, and American, by: Hall & Hall.

Course Requirements

1. Read all assigned materials and notes posted in the Discussion Forum for each class session.
2. Open the Folder for each week under Assignments and follow the directions for the week’s learning objectives.

Assessment Criteria (Assignment Descriptions Follow)

<table>
<thead>
<tr>
<th>Assignment Type</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Discussion Forums</td>
<td>40%</td>
</tr>
<tr>
<td>Individual Assignments</td>
<td>30%</td>
</tr>
<tr>
<td>Mid-term Examination</td>
<td>15%</td>
</tr>
<tr>
<td>Final Examination</td>
<td>15%</td>
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</tbody>
</table>

Detailed Explanation of Assignments

Discussion Forum 40%

The intent of the Discussion Forum is for the students to engage in the readings with one another. Every week during the term, you will be asked to enter the Discussion Board and participate in Discussion Forums with the rest of the class. Please note that this activity is interactive.
Participation via postings needs to take place between Mondays through Sundays of the respective weeks of the assigned discussion forums. You will not receive any points if you do not participate during the assigned periods. Here are the details:

- All postings must be made between Mondays – Sundays of the respective weeks.
- There must be a minimum of 2 postings for each student. One will be the response to the question raised in the DF, and 2) comments/critique on your classmates’ responses. **Because students are required to comment on their classmates’ responses, all responses to the question posed for the respective weeks must be submitted by Thursday of each week.** You have until Sunday to post your comments/critique.
- I will grade you on both the timeliness of your participation and quality of your responses/comments/critique.
- One-liners will not be accepted, that is, it is not sufficient to write that you agree or disagree with someone’s argument or like their comments. Provide a rationale for your arguments, be thoughtful when responding, integrate the readings for support and allow me to “hear” your respective voice.
- Based on the above criteria, you will receive a range of points for each discussion forum. The maximum points that you can get for each forum is 10. Late postings will not earn any points.
- When/where appropriate, I will comment on the responses or provide additional information.
- Please refer to the “Rules of Netiquette” under Course Information provided for additional information on the ground rules for participation in an online course.

**Individual Assignments 30%**

There are a total of four (4) individual cultural assignments. Unless specified, all papers should be between 2-3 pages (double-spaced, 12-point Times New Roman font). For several of these assignments, you will have to research the topic and engage your readings. Submissions may be revised for resubmission. Details are as follows:

**Assignment #1**  Due: Monday, June 4  
10 points  
Write a 2-3 page word-processed description of your cultural background. Examine how you think it influences your communication with others at school or at work.

**Assignment #2**  Due: Monday, June 15  
10 points  
Select any ethnic culture other than your own. Write a 3-4 page word-processed paper describing that culture. Include issues such as beliefs, important values, patterns of behavior, including appropriate and inappropriate behaviors, etc.

**Assignment #3**  Due: Monday, May 13  
15 points  
Identify concepts of individualism/collectivism, power distance, uncertainty avoidance, career success/quality of life, as they apply to the culture you selected for Assignment #2 above (3-4 pages).
Assignment #4  Due: Monday, May 20  20 points

Attend one (1) intercultural event (Please DO NOT report on one that you had previously attended. Must be during the duration of the course. This current event can be a festival, a musical/cultural event, a holiday/birthday/wedding celebration, etc. There must be an intercultural perspective to the event. In your report (3-4 pages), answer the following questions:
1. Describe the event, its purpose, the cultural group originating the event, and how you learned of the event.
2. What element(s), if any, is/are similar in your culture?
3. What did you see and experience at this event that you feel confident you understood accurately?
4. What did you see that was culturally puzzling to you?
5. Assess both verbal and non-verbal communication.
6. How do cultural patterns affect communication?
7. Describe how this experience will help you relate better with other members of this culture.

Mid-term Examination       15%

There will be a mid-term examination during Week 6. This is an open book examination that includes essay type responses to questions covering assigned readings up to the end of Week 5.

Final Examination       15%

There will be a final examination available during Week 10 and due by Midnight Friday of Week 10. This is an open book examination that includes essay type responses to questions covering assigned readings from Week 7 to the end of Week 9. For the final exam, you may integrate any concept(s) introduced throughout the course, if applicable.

Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Score</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>94-100</td>
<td>Has unusually sharp insights into material; initiates thoughtful questions.</td>
</tr>
<tr>
<td>A-</td>
<td>90-93</td>
<td>Sees many sides of an issue. Articulates well; writes clearly and logically.</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
<td>Grasps subject matter at a level considered &quot;good to very good.&quot;</td>
</tr>
<tr>
<td>B</td>
<td>84-86</td>
<td>Is an active listener and participant in class discussions. Speaks and writes well.</td>
</tr>
<tr>
<td>B-</td>
<td>80-83</td>
<td>Accomplishes more than the...</td>
</tr>
<tr>
<td>Grade</td>
<td>Range</td>
<td>Description</td>
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<td>-------</td>
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</tr>
<tr>
<td>C+</td>
<td>77-79</td>
<td>Demonstrates a satisfactory comprehension of the subject matter.</td>
</tr>
<tr>
<td>C</td>
<td>74-76</td>
<td>Accomplishes the minimum requirements. Communicates orally and in writing at an acceptable level for college.</td>
</tr>
<tr>
<td>C-</td>
<td>70-73</td>
<td>Has a good understanding of all materials.</td>
</tr>
<tr>
<td>D+</td>
<td>67-69</td>
<td>Quality and quantity of work in and out of class are below average.</td>
</tr>
<tr>
<td>D</td>
<td>64-66</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>&lt; 63</td>
<td>Quality and quantity of work in and out of class are unacceptable.</td>
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**NOTE:** To determine what your grade is, review the weighted percentage in the Grade Center and refer to the grid above.

### Late Submissions

Only in the most extreme emergencies that are in compliance with university policies will students be allowed to miss an examination or delay the submission of an assignment. The instructor should be informed beforehand. All final exams and final assignments must be submitted by the last day of class.

### Submitting Assignments

Weekly, there are assignments to complete. **When asked to submit an assignment, please submit via the Content Area in the DDB created.** Save and print a back up copy of your assignments in case you need them. The submission of your assignments is your responsibility, so, be sure you send them properly.

All assignments must be submitted on or before the due date listed in the Course Syllabus and/or Schedule. No late submissions will be accepted for grading. **All assignments are to be submitted via the Content Area in the respective DDB created only. Please do not e-mail, mail or fax your assignments.** These will not be accepted and you will not get a grade for them.

### Incompletes

An Incomplete is not given automatically or lightly. Anyone requesting an incomplete will have to do so in writing and will be considered only if:
The extenuating circumstance(s) is/are in compliance with La Verne’s policies.
At least 60 percent of course activities have been completed.
The student is at least pulling a minimum B grade.
No points will be given for missing participation in the Discussion Forums.

**Academic Honesty**

Each student is responsible for performing academic tasks in such a way that honesty is not in question. Unless an exception is specifically defined by an instructor students are expected to maintain the following standards of integrity:

- All examinations, term papers, oral and written assignments, and recitations are to be the work of the student presenting the material.

- Any usage of wordings, ideas, or findings of other persons, writers, or researchers requires the explicit citation of the course; use of the exact wording requires a "quotation" format. (University of La Verne Catalog, 2012-13).

**Additional Information on the Course Requirements**

**Discussion Board**

Each week during the course, you will be required to click on the Discussion Board and enter a Discussion Forum. Familiarize yourself with this feature. Learn how to read a contribution from a classmate or me, and on how to add your own "thread."

When you are asked to respond to a question or a person's ideas, please do so in a constructive and substantive way. Please apply the theories, concepts and terms of the course so far to your critique of the ideas presented. Just agreeing or disagreeing is not enough nor is telling your own story of an experience that relates to the topic. Please note that these are not Chat sessions. Also note that a critique and/or analysis should address both strengths and weaknesses. **Suggestion:** Read comment(s) from your peers first, then review whatever material necessary (the text, your research proposal, whatever is called for), and click back into the Forum to make clear, instructive and constructive responses to the points your peers bring up. **AGAIN:** Merely agreeing with or giving empty praise is NOT sufficient to acquire points. Be substantive, thoughtful and prepared to make a real contribution.

**Mid-term & Final Examinations**

The exams must be completed in Blackboard in the time period specified, usually a week. Late submissions will not be accepted.

**How to Prepare:** Read each chapter of your texts carefully, learning the terms, concepts and theories. Please remember that essay questions require more than textbook responses. This is your opportunity to use your critical and analytical skills and I must be able to “hear” your “voice” in your responses.
FEEDBACK:

I will offer you feedback on your assignments and at any other time when this is requested. The feedback consists of advice on preparing for the exams or folder assignments and how to "better" prepare for and/or respond to what is required.

From experience, students usually lose points due to the absence of critical analysis and brevity. They answer the question but not as completely as they could have because the responses lack critical analysis and are too short. Avoid solely descriptive information. Analyze and address the implications and/or issues. Also, let me hear your individual “voice.”

COURSE SCHEDULE

For the purposes of this course, each week begins on Monday and ends on Sunday, EXCEPT for Week 10 (ends at Midnight Friday, May 31, 2013).

Note the specific dates for submitting Assignments 1 - 4 below.

<table>
<thead>
<tr>
<th>SESSION</th>
<th>SUBJECT/ASSIGNMENT</th>
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<tbody>
<tr>
<td>WEEK 1</td>
<td>Introduction and course/syllabus review</td>
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</table>
| 3/25/13 | **Discussion Forum 1:** Introduce yourself and briefly address the following: When I was young . . .  
- Identify constraints and opportunities you saw, if any, on what you could do with your life because you are female/male.  
- In what ways have things changed for females/males since you were young? |

| WEEK 2  | Adler with Gundersen: Chapter 1 - Culture and Management  
Adler with Gundersen: Chapter 2 - How Do Cultural Differences Affect Organizations? |
| 4/1/13  | **Discussion Forum 2:** Based on the values/cultural orientations summarized in Tables 1-3 and 1-4 (Adler with Gundersen, pages 22-23), which values do you think best reflect your personal orientation on each of the six dimensions? |
|         | **DUE: Assignment #1 (due on Monday Week 2)** |

| WEEK 3  | DeLaat: Gender in the Workplace |
Discussion Forum 3: Please identify and discuss how the following issues are captured and addressed in the 4 cases that you read:
- Gender stereotypes about work
- Career development and mentoring
- Balancing work and family responsibilities

Discussion Forum 4: For many organizations, a major problem is cultural blindness. In the organizations you know:
- What factors cause managers to remain blind to the impact of cultural diversity?
- What would you recommend to decrease managers’ work-related cultural blindness?

DUE: Assignment #2 (due on Monday Week 4)

Discussion Forum 5: Briefly describe the following:
- What are your own assumptions about motivation?
- Why do people work?
- Are your assumptions similar and/or dissimilar to most of the people from your country?

Discussion Forum 6: Review the chapter on "Negotiating Globally," (Adler with Gundersen (2008): Chapter 9), and the styles of persuasion in
negotiating (page 225), and analyze your own negotiating style and discuss:

- Which stages do you emphasize more and which less?
- In which ways could your natural style---style that you use at home with businesspeople from your own culture---cause problems when negotiating abroad?

**WEEK 8**

Adler with Gundersen: Chapter 10 – Managing Cross Cultural Transitions: Moving

5/13/13

Adler with Gundersen: Chapter 11 - A Portable Life: The Expatriate Spouse

Adler with Gundersen: Chapter 12 - Global Careers: Succeeding in the 21st Century

Epilogue

**Discussion Forum 7:** If your company offered you an expatriate assignment today to work for three years in an area of the world that is completely new to you, discuss the following:

- Why would you want to go?
- Why would you reject going?
- What could you or your company do to increase your chances of success?
- What are some of the best ways to attract the best young managers (males, females and dual career couples) to accept global assignments?

**DUE: Assignment #3 (due on Monday Week 8)**

**WEEK 9**

DeLaat: Gender in the Workplace

5/20/13

Case #5: The Pregnant Professor

Case #6: Kinder, Kirche, Kuche: Working Mothers in Germany

Case #7: Sexual Harassment in the Military

Conclusions: Five Issues, or Maybe Just One?

**Discussion Forum 8:** Please identify and discuss how the following issues are captured and addressed in the 3 cases that you read:

- Balancing work and family responsibilities
- Sexual harassment

**DUE: Assignment #4 (due on Monday Week 9)**

**WEEK 10**

FINAL EXAM
The Final Exam is due by Midnight Friday Week 10.