



**School of Business and Leadership**

**World Cultures in International Business GSM 5146 (MBA 5208)  
Spring 2008 (Wednesday 6:00 – 9:00 pm)**

Instructor: Dr. Jayati Ghosh  
Phone: 415-485-3238  
Email: [jghosh@dominican.edu](mailto:jghosh@dominican.edu)  
Units: 3  
Prerequisites: None  
Department Name: Business  
Discipline: GSM

Office: Bertrand 25B  
Office Hours: MW 8:30am - 10:30am  
T 9:00am - 12:00 noon  
or by appointment

**Course Description:**

In today's global economy managers need to have an informed understanding of different cultures. Each culture has its own language, boundaries, and challenges. Business is a form of cultural diffusion and creates a culture of consumerism. This can lead to modernization and cultural change and clash of civilizations such as a rise in religious fundamentalism which could serve as a barrier to international business. In this course students will be exposed to spatial cultural patterns and relationships between culturally distinct groups. The boundaries and challenges determine how members of a group practice economic activities, organize settlements, set rules for groups of people, etc. This course will be organized around the five concepts: cultural region, cultural ecology, cultural integration, cultural landscape, and cultural diffusion.

**Student Learning Outcomes:**

By the end of the semester students will demonstrate:

- skills to critically evaluate different cultural regions;
- understanding about different issues pertaining to different cultures;
- knowledge and understanding of the role of culture in international business.

**Academic Honesty:**

Dominican University of California is an academic community. All of our community members are expected to abide by ethical standards both in their conduct and in their exercise of responsibilities toward other members of the community. Students, faculty members, administrators, and staff are expected to adopt standards of behavior that place a high value on respecting the ideas of others. All intellectual accomplishments—examinations, papers, lectures, experiments, and other projects—should adhere to the highest standards of academic integrity and ethics.

The faculty, administration, and staff recognize their obligation to provide continuing guidance as to what constitutes academic honesty and to promote procedures and circumstances that will reinforce the principle of academic honor. Fundamental to the principle of independent learning is the requirement of honesty and integrity in the performance of academic assignments, both in the classroom and outside. Students should avoid academic dishonesty in all of its forms, including plagiarism, cheating, and other

forms of academic misconduct. The University reserves the right to determine in any given instance what action constitutes a violation of academic honesty and integrity.

It is the responsibility of all undergraduate and graduate students to familiarize themselves with University policies regarding Plagiarism, Cheating, and Penalty for student Acts of Plagiarism or Cheating, and Procedures for Students who Witness an Act of Plagiarism or Cheating. (For details please refer to Dominican University of California, Undergraduate and Graduate Catalog 2006-2008).

**Diversity:** Dominican University of California is committed to promoting diversity. In recognition of our diverse backgrounds, the inclusion of diverse thought is encouraged in this course and in all classroom interaction. In addition, in this course, an effort will be made to provide a learning environment which is conducive for all students.

**Evaluation:**

Class Discussions and Assignments	15%	
Reflection paper	10%	
Expatriate Project	20%	2/27/08
Research paper	30%	TBA
(Presentation 10% and paper 20%)		
Final (Take-home)	25%	TBA

**Grading Scale:**

- A = > 90%
- B = 80% - 89%
- C = 70% - 79%
- D = 60% - 69%
- F = < 59%

**Grading Policy and Class Expectations :**

**Class discussions** : Discussions will be based on book chapters, articles, and other materials. Students are required to contribute based on personal observations and experiences. It is important that you attend class and contribute towards discussion in class every week. Students are required to submit assignment and exam on the specified dates. Exceptions will only be made if you provide instructor with documented evidence (such as doctor's excuse, etc).

**Reflection Paper**: Students are required to write weekly reflection paper in class. These should be about a page in length based on the assigned readings for the week.

**Expatriate Project**: Students are required to pick a country and write a group paper (two students in a group) which should be 15 pages (double spaced, 12 point font). Students are required to use peer-reviewed articles and books to write the report. Assume that you are a consultant who has been hired to provide information in order to train a group for an international assignment. Prepare a report about the country you will be sending the group to help in their adjustment process and to work. The project should have the following components:

- a. select a country and explore the culture of the country as reflected in arts, literature, and mass media,
- b. identify the physical and cultural environment (religion, language, customs, demography, etc),
- c. discuss the differences between the host and the foreign culture,
- d. project should involve research and interviews with people from the country of your choice.

**Research Project:** Students are required to write a group paper (two students in a group) on a topic of your choice within the framework of the course. The paper should be 15 pages in length (double spaced, 12 point font). Please discuss your topic with the instructor before you proceed with the research. You will be required to present the paper to the class and receive feedback from your colleagues and faculty. Students are required to use peer-reviewed articles and books to write the report.

**Attendance Policy:**

Missing more than one class will result in lowering of a student's earned grade.

**Class Policies:**

Please turn off pager and cell phone when entering class as a respect for other students and faculty. You are required to arrive on time.

**Academic Advising Support Center:**

Academic Support Center works with students experiencing difficulties in studies to assess the nature of problems and develop strategies for improvement. The center offers help on several topics such as study skills, time management, writing research papers, and documentation styles. If you need assistance please call 415-257-0187.

**Text:**

Philip R. Harris and Moran, R.T. 2007. *Managing Cultural Differences: Global Leadership strategies for the 21<sup>st</sup> Century*. Elsevier Butterworth Heinemann, Burlington, MA.

## TENTATIVE COURSE OUTLINE

1.     **1/23/08**           **Introduction to course**  
          Harris, Moran and Moran: Chapter 1  
          Soderberg, A and Holden, N. 2002. Rethinking Cross Cultural Management in a Globalizing World. *International Journal of Cross Cultural Management* 2(1): 103-121. <available online database>
  
2.     **1/30/08**           **Themes in culture**  
          Harris, Moran and Moran: Chapter 2  
          Bird, A. and Osland, J.S. 2006. Making sense of Intercultural Collaboration. *International Studies of Management and Organization*. 35(4): 115-132. <available online database>  
          Earley, C.P. and Mosakowski, E. 2004. Cultural Intelligence. *Harvard Business Review*. October 139-147. <available online database>
  
- 2/06/08**  
          Harris, Moran and Moran: Chapter 3  
          Ilangovan, A, Scroggins, W.A. and Rozell, E.J. 2007. Managerial Perspectives on Emotional Intelligence Differences between India and the United States: The Development of Research Propositions. *International Journal of Management*. 24(3):541-548. <available online database>  
          Metcalf, L.E., Shankarmahesh, M., Bird, A., Lituchy, T.R. and Peterson, M.F. 2007. Cultural Influences in Negotiations. A Four Country Comparative Analysis. *International Journal of Cross Cultural Management*. 7(2): 147-168. <available online database>

3. **2/13/08 Culture Shock, Transitions and Relocations**  
 Harris, Moran and Moran: Chapter 10  
 Selmer, J. 2007. Which is Easier, Adjusting to a Similar or to a Dissimilar Culture? American Business Expatriates in Canada and Germany. *International Journal of Cross Cultural Management*. 7(2): 185-201. <available online database>  
 Goodall, K. Li, N. and Warner, M. 2006/2007. Expatriate managers in China: the Influence of Chinese Culture on Cross-Cultural Management. *Journal of General Management* 32(2):57-76 <available online database>
4. **2/20/08 Global Companies and Global Workforce**  
 Harris, Moran and Moran: Chapter 7  
 Thomas, D.A. 2004. Diversity as Strategy. *Harvard Business Review*. September 98-108. <available online database>  
 Palmer, T.M. and Varner, I. 2007 A Comparison of the International Diversity on Top Management Teams of Multinational Firms based in the United States, Europe, and Asia: Status and Implications. *Singapore Management Review* 29(1): 1-30. <available online database>  
Guest Lecture: Jonathan Scott
5. **2/27/08 Women in Global Business**  
 Harris, Moran and Moran: Chapter 6  
 Kray, L.J. 2007. Leading through Negotiation: Harnessing the Power of Gender Stereotypes. *California Management Review*. 50(1): 159-173.  
 Fels, A. 2004. Do Women Lack Ambition? *Harvard Business Review*. April 50-60. <<available online database>>  
Presentation by students
6. **3/05/08 Doing Business with Asians**  
 Harris, Moran and Moran: Chapter 13  
 Kumar, R. and Vorm, V. 2004 Institutional Dynamics and the Negotiation Process: Comparing India and China. *International Journal of Conflict Management*. 15(3): 304-334. <available online database >  
Guest Lecture: Tang (Roger) Fangqiang
- 3/19/08**  
 Brislin, R.W., Macnab, B. and Worthley, R. 2005. Evolving Perceptions of Japanese Workplace Motivation. *International Journal of Cross Cultural Management*. 5(1): 87-104. <available online database>  
 Lee, D.Y. and Dawes, P.L. 2005. Guanxi, Trust, and Long-Term Orientation in Chinese Business Markets. *Journal of International Marketing*. 13(2): 28-56. <available online database>  
 Parnell, M.F. 2005. Chinese Business Guanxi: an organization or non-organization? *Journal of Organisational Transformation and Social Change* 2(1): 29-47. <available online database>  
Guest Lecture: Ryan Sciandri
7. **3/26/08 Doing Business with Latin Americans**  
 Harris, Moran and Moran: Chapter 12  
 Garibaldi de Hilal, A. V. 2006. Brazilian National Culture Organizational Culture and Cultural Agreement. *International Journal of Cross Cultural Management* .6(2): 139-167. <available online database>

Guest Lecture: Ernesto Diaz

8.     **4/02/08**            **Doing Business with Europeans**  
          Harris, Moran and Moran: Chapter 14
- 4/09/08**  
          Styhre, A., Borjesson, S and Wickenberg, J. 2006. Managed by the Other: Cultural Anxieties in two Anglo-Americanized Swedish firms. *International Journal of Human Resource Management*. 17(7): 1293-1306. <available online database>  
          Ulijin, J.M., Lineke, A. and Wynstra, F. 2004. The effect of Dutch and German Cultures on Negotiation Strategy: An Exploratory study to Compare Innovation and Operations Contexts. *International Negotiation*. 9:201-228. <available online database>
9.     **4/16/08**            **Doing Business with Middle Easterners**  
          Harris, Moran and Moran: Chapter 11  
          Kalliny, M., Cruthirds, K.W. and Minor, M.S. 2006. Differences between American, Egyptian and Lebanese Humor Styles. Implications for International Management. *International Journal of Cross Cultural Management*. 6(1): 121-134. <available online database>
10.    **4/23/07**            **Student Presentations**  
       **4/30/08**

**Disclaimer:** This syllabus is subject to modification. The instructor will communicate with students on any changes.

## Additional References

- Abuznaid, S. 2006. Islam and Management. What Lessons can be learned. *Thunderbird International Business Review* 48(1): 125-139.
- Ardichvili, A and Kuchinke, K.P. 2002. Leadership styles and cultural values among managers and subordinates: a Comparative study of four countries of the former Soviet Union, Germany, and the US. *Human Resource Development International*. 5(1):99-117.
- Afza, M. 2005. Superior-Subordinate Relationships and Satisfaction in Indian Small Business Enterprises. *Vikalpa* 30(3): 11-19
- Ali, A.J. 2001. Management Theory in a Transitional Society: the Arab's experience. *International Studies of Management & Organization*. 20(3):7-35.
- Anwar, Syed Aziz; Chaker, Mohammad Naim. 2003. Globalisation of Corporate America and Its Implications for Management Styles in an Arabian cultural Context. *International Journal of Management*, 20(1): 43-56.
- Bakacsi, G., Sandor, T.; Karacsonyi, A.; and Viktor, I. Eastern European Cluster: Tradition and Transition. *Journal of World Business* 37(1): 69-80.
- Beugre, C.D. and Offodile, O.F. 2001. Managing for Organizational effectiveness in sub-Saharan Africa: a culture-fit model. *International Journal of Human Resource Management*. 12(4): 535-550.
- Bu, N. and McKeen, C. 2001 Work goals among male and female business students in Canada and China: the effects of culture and gender. *International Journal of Human Resource Management* 12(2): 166-183.
- Budhwar, S., Saini, D.S. and Bhatnagar, J. 2005. Women in Management in the New Economic Environment: The Case of India. *Asia Pacific Business Review*. 11(2): 179-193
- Calantone, R.J. and Zhao, Y.S. 2001. Joint Ventures in China: A Comparative Study of Japanese, Korean, and U.S. Partners. *Journal of International Marketing* 9(1): 1-23
- Combs, G. M. and Nadkarni, S. 2005. The Tale of two cultures: Attitudes towards affirmative action in the United States and India. *Journal of World Business*. 40:158-171
- Culpman, O and Wright, G.H. 2002. Women abroad: getting the best results from Women Managers. *International Journal of Human Resource Management* 13(5): 784-801.
- Deshpande, R., Farley, J.U. and Bowman, D. 2004. Tigers, Dragons and Other: Profiling High Performance in Asian Firms. *Journal of International Marketing* 12(3): 5-30.
- Deshpande, R. and Farley, J.U. 1999 Executive Insights: Corporate Culture and Market Orientation: Comparing Indian and Japanese Firms. *Journal of International Marketing* 7(4): 111-127
- Doktor R.H. Asian and American CEOs: A Comparative Study. *Organizational Dynamics*.
- Eschbach, D.M., Parker, G.E. and Stoeberl, P.A. 2001. American repatriate employees' retrospective assessments of the effects of cross-cultural training on their adaptation to international assignments. *Int. Journal of Human Resource Management*. 12(2): 270-287.
- Ely, R.J., Meyerson, D.E. and Davidson, M.N. 2006. Rethinking Political Correctness. *Harvard Business Review*. September 79-87.
- Ferner, A., Quintanilla, J. and Varul, M.Z. 2001. Country-of-Origin Effects, Host-Country Effects, and the Management of HR in Multinationals: German Companies in Britain and Spain. *Journal of World Business* 36(2): 107-127.
- Firoz, Nadeem M. and Ramin, Taghi 2004. Understanding Cultural Variables is Critical to Success in International Business. *International Journal of Management*. 21(3):307-324.
- Garnell, E. 2000. Culture and Globalisation. A Latin American Change. *Industrial and Commercial Training*. 32(3):89-93.
- Han, V.X. and Baumgarte, R. 2000 Economic Reform, Private Sector Development, and the Business Environment in Vietnam. *Comparative Economics Studies* XLII (3): 1-30
- Hong, Y. 2001. Business Ethics: European Review. Blackwell Publishers: Malden USA. Chapter name-The Practice of Business Ethics in China: We Need a Parent
- Huntington, S.P. 1993 The Clash of Civilizations? *Foreign Affairs* 72(3): 2-49.
- Hutchings, K. and Weir, D. 2006. Guanxi and Wasta: A Comparison. *Thunderbird International Business Review* 48(1): 141-156
- Jesuno, J.C. 2002. Latin Europe Cluster: From South to North. *Journal of World Business* 37(1): 81-89.

- Kabasakal, H. and Bodur, M. 2002. Arabic Cluster: a Bridge between East and West. *Journal of World Business* 37(1): 40-54
- Kalton, M.C. 1979. Korean Ideas and Values. Philip Jaisohn Memorial Foundation, Inc.: Pennsylvania.
- Kefalas, A.G. 1998 Think Globally, Act Locally *Thunderbird International Business Review*, 40(6): 547-562.
- LaBahn, D.W. and Harich, K.R. 1997. Sensitivity to National Business Culture: Effects on U.S.-Mexican Channel Relationship Performance. *Journal of International Marketing* 5(4):29-51.
- Lawler, J.J. 1996. Diversity Issues in South-East Asia: the case of Thailand. *International Journal of Manpower* 17(4/5): 152-167.
- Li, J., Karakowsky, L. and Lam, K. 2002, East Meets East and East Meets West: Case of Sino-Japanese and Sino-West Joint Ventures in China. *Journal of Management Studies* 39(6): 841-863.
- Li, J., Lam, K., and Fu, P.P. 2000, Family-Oriented Collectivism and Its Effect on Firm Performance: A Comparison Between Overseas Chinese and Foreign Firms In China. *International Journal of Organizational Analysis* 8(4): 364-379.
- Martin, P. and Widgren, J. 2002. International Migration: Facing the Challenge. *Population Bulletin* 57(1): 1-40.
- Myers, B. and Pringle, J.K. 2005. Self-Initiated Foreign Experience as Accelerated Development: Influences of Gender. *Journal of World Business*, 40:421-341.
- Mills, A.J. 2002 Gender, Work and Organization. Blackwell Publishers Ltd. Oxford, England. Studying the Gendering of Organizational Culture over Time: Concerns, Issues and Strategies.
- No Author. 2004. Beware the Business Culture Shock. *Management Services*. 48(4):5.
- Osland, J.S.; De Franco, S.; and Osland, A. 1999. Organizational Implications of Latin American Culture: Lessons for the Expatriate Manager. *Journal of management Inquiry* 8(2): 219-234.
- Rossouw, G.J. 2000. Out of Africa: An Introduction. *Business Ethics: A European Review*. 225-228.
- Sims, Robert H., and Schraeder, Mike. 2004. An Examination of Salient Factors Affecting Expatriate Culture Shock. *Journal of Business and Management*, 10 (1): 73-88.
- Singh, V. and Vinnicombe, S. 2004. Why so Few Women Directors in Top UK Boardrooms? Evidence and Theoretical Explanations. *Corporate Governance: An International Review* 12(2): 479-488.
- Stewart, E.C. and Bennett, M.J. American Cultural Patterns: A cross-cultural Perspective. Revised edition. Chapter 5-6.
- Stroh, L.K., Varma, A. and Valy-Durbin, S.J. 2002 Why are Women Left at Home: Are They Unwilling To Go On International Assignments? *Journal of World Business* 35(3): 241-255.
- Szabo, E., Brodbeck, F.C., et al. The Germanic Europe Cluster: Where Employees have a Voice. *Journal of World Business* 37(1): 55-68.
- Taylor, S., Napier, K.N., and Mayrhofer, W. 2002 Women in global business: introduction. *International Journal of Resource Management*. 13(5): 739-742.
- Thomas, David A. 2004. Diversity as Strategy *Harvard Business Review*, 82(9): 98-101.
- Thomas, A. and Doack, R. 2000. The Development of Shared Values: Impact of Employee Behaviour and on Customer Perception of Service. *South African Business Management*. 31(1): 17-40.
- Varma, A., Stroh, L.K. and Schmitt, L.B. 2001. Women and International Assignments: The Impact of Supervisor-Subordinate Relationships. *Journal of World Business* 36(4): 380-388.
- Westwood, R.I. and Kirkbride, P.S. 1998. International Strategies of Corporate Cultural Change: Emulation, Consumption, and Hybridity. *Journal of Organizational Change*. 11(6):554-557.
- Wilson, E.M. and Iles, P.A. 1999. Managing Diversity – an Employment and Service Challenge. *The International Journal of Public Sector Management*. 12(1): 27-48.
- Wood, T. and Caldas, M.P. 2002. Adopting Imported Managerial Expertise in Developing Countries: The Brazilian Experience. *Academy of Management Executive*. 16(2): 18-32.
- Zakaria, N. 2000 The effects of cross-cultural training on the acculturation. Process of the global workforce. *International Journal of Manpower* 21(6): 492- 510.
- Zhu, Y. 2004. Responding to the challenges of globalization: human resource development in Japan. *Journal of World Business*. 39:337-348.