

**School for New Learning
DePaul University
HC 344 International Relations
Summer Term 2008 – O'Hare Campus**

Syllabus

Course Title: International Relations – Essentials of International Management –
A Cross-cultural Perspective

Year and Quarter: Summer Term – 2009

Location: O'Hare Campus

Dates: Alternate Saturdays: Meets on 6/20, 6/27*, 7/18, 8/1, & 8/15
***The class meets on 6/27 instead of 7/4 since the school is closed
on the 7/4 for the Independence Day holiday weekend.**

Hours: 9:00 a.m. to 4:00 p.m.

Number of Quarter Hours: 4

Faculty: Kumiko Watanuki, Ed.D.
1660 N. LaSalle Street, Unit #607
Chicago, IL 60614-6008
Tel: (312) 266-2189
Email: kwatanuk@sbcglobal.net

COURSE DESCRIPTION:

In this course you will examine main subject areas in cross-cultural management and bring together important research findings. As globalization shapes the role of managers, managers' responsibilities in the international business affairs become the norm rather than the exception and establishing and maintaining contacts with other cultures becomes commonplace. Accordingly, you will examine cross-cultural management issues from a predominantly psychological perspective, as opposed to being country specific. Thus, **the focus of this course will be placed on interactions of people from different cultures in organizational settings.** This approach helps you understand the effect of culture that can be applied to a wide variety of cross-cultural interactions in a number of organizational contexts. If you are students of organizational behavior, industrial and organizational psychology, and social psychology will find many of the topic areas familiar; however, the focus of this course is on **application** of these concepts to managing international affairs.

ABOUT THE INSTRUCTOR:

Kumiko Watanuki has more than 30 years experience in International Relations and Negotiation, Cultural and Workforce Diversity, Human Resources Administration, Organization Development and Systems Renewal. Dr. Watanuki conducts a series of International Protocol and Interpersonal Communication and Negotiation Skills seminars to meet the needs of Americans doing business in Japan and the Asian countries. She holds a BA degree in Business Management from Mundelein College, Chicago, an MA degree in Organization Development from the Center for Organization Development (CORD), Loyola University Chicago, an MPhil (Master of Philosophy) in Social Anthropology from the

School of Oriental and African Studies (SOAS), University of London and an Ed.D (Doctor of Education) in Adult Education from the National-Louis University, Chicago.

COMPETENCES OFFERED: H-1-C, H-1-E, H-5 and FX

- H-1-C Can explain the emergence, maintenance, and/or evolution of an economic or political system.
- H-1-E Can explain the concept, function, and expression of culture and illustrate this with one or more cultures.
- H-5 Can analyze issues and problems from a global perspective.
- FX Written by student and faculty

OVERVIEW - CONTENTS OF THE COURSE

This course is composed of three (3) sections with ten (10) units/chapters. You will examine following three (3) main topics with ten (10) sub-topics (chapters) presented in the textbook, Essentials of International Management. To have a better appreciation, please refer to your textbook.

Section I: Management and Culture

- Unit/Chapter 1. Introduction: The Challenging Role of the International Manager
- Unit/Chapter 2. Describing Culture: What It Is and Where It Comes From
- Unit/Chapter 3. Comparing Cultures: Systematically Describing Cultural Differences
- Unit/Chapter 4. How Culture Works: Fundamentals of Cross-Cultural Interaction

Section II: Role of the International Manager

- Unit/Chapter 5. The Manager as Decision Maker: Cross-Cultural Dimensions of Decision Making
- Unit/Chapter 6. The Manager as Negotiator: Communicating and Negotiating Across Cultures
- Unit/Chapter 7. The Manager as Leader: The Leadership Role Across Cultures

Section III: International Management Challenges

- Unit/Chapter 8. The Challenge of Multicultural Work Groups and Teams
- Unit/Chapter 9. The Challenge of Designing International Organizations
- Unit/Chapter 10. The Challenge of International Assignments

LEARNING GOALS

SECTION I:

Learning Goals of Section I:

The goal of this Section is to provide an essential basis for understanding the influence of culture on international management. You will examine and define the role of the international manager as well as the context in which the international manager must function. You will examine and analyze the major facets of the international management environment with the cultural aspect as the most challenging dimension among them. You will demystify and define culture in practical terms, and you will examine and determine how culture shapes the way individuals' cognitions are structured.

Learning Outcomes of Section I:

At the end of this Section, you will be able to:

- Identify a cultural problem that affects the organization or the community that you are familiar with, and propose a solution using appropriate theoretical approaches.
- Be able to identify, and relate legal, political, economic and cultural dimensions of international environments with the cultural aspects presented as the most challenging dimension.
- Analyze issues and problems from a global perspective. Global connections affect our lives in many ways. Many local issues have worldwide implications, and none are merely matters of science or economics or politics.

SECTION II:

Learning Goals of Section II:

In this Section, you will learn the key elements of how culture works relative to fundamentals of cross-cultural interaction that includes: Social cognition; cultural norms and scripts; selective perception; stereotypic expectations; differential attributions; cross-cultural interaction model and motivation across cultures.

Learning Outcomes of Section II:

At the end of this section, you will be able to:

- Explain the concept, function, and expression of culture and illustrate this with one or more examples of different cultures.
- Demonstrate your learning by explaining “culture,” using appropriate explanatory models or theories. The dimensions of culture that you choose to analyze may include traditions, rituals, religious beliefs, laws, or arts.
- Begin to fulfill your competences through designing and developing a Learning Project that compares and analyzes two or more cultures.

SECTION III:

Learning Goals of Section III:

You can fulfill the competence through designing and developing a Learning Project that compare and analyze two or more cultures. Upon completion of this section, you will be able to explore and demonstrate global connections, bearing in mind that if an issue is big enough to cross geographical borders, it is complex enough to cross disciplinary borders.

Learning Outcomes of Section III:

At the end of this section, you will be able to:

- Identify a cultural problem that affects the nation, organization or the community and propose a solution using appropriate theoretical approaches.
- Explain the concept, function, and expression of culture and illustrate this with one or more cultures.
- Understand, identify and relate legal, political, economic and cultural dimensions of international environment with the cultural aspect presented as the most challenging dimension.
- Analyze issues and problems from a global perspective. Global connection affects our lives in many ways.

LEARNING EXPERIENCE:

Upon successful completion of this course, you will:

- Be able to understand and discuss how world events are evaluated and how decisions are made,
- Be able to understand, identify and relate the cultural dimension of international negotiation and the factors that affect the process when participants come from different cultural and national backgrounds.
- Have had opportunities to analyze the American culture construct along the four dimensions; form of activity, form of social relations, perception of the world, and perception of the self.
- In addition to applying different models of problem solving and negotiation, you will be able to
 - Compare how non-American nationals and Americans reach agreements
 - Discuss the cultural dimension of international negotiation and the factors that affect the process when the negotiators come from different cultural and national backgrounds.

LEARNING STRATEGIES:

1. Attendance: You are expected to attend all sessions, actively participate in and make contributions to the classroom discussions and small group exercises.
2. Reading: You are expected to complete each reading assignment and briefly summarize problems/issues brought up in the chapter.
3. Group Discussion: Individual's summary is presented to the group for discussion.
4. Collaborative Learning: Group review each member's findings, discuss, summarize and present to the class.
5. Reflection: (1) What new insights have you gained from the reading, group discussion and presentation? (2) How might you apply what you learned in you workplace, community or personal setting?
6. Learning Project:

In lieu of taking mid-term and final examinations, you are required to design and develop a learning project that compares cultural differences of two ethnic/cultural groups, individualism vs. collectivism or cultural impact on performance of workforce, production, sales, customer services, etc. The learning project is considered an applied learning experience, for it is to provide you with an opportunity to gain experience in applying the knowledge and skills acquired (competence statements) through the International Relations course to a "real life" setting.

The learning project is a self-directed learning experience. It consists of individually determined goal(s) – competence statement(s) – based on individual career and educational needs and/or personal interests. Therefore, you should take this opportunity to (1) apply all the learning from various classroom discussions, small group exercises, reading assignments, and (2) develop new knowledge and skills required in order to effectively communicate and negotiate either in the multi-national, the multi-ethnic or the multi-cultural setting.

The length of project paper – **Using 12 pt. font, double spaced** - If you signed up for

One competence – Minimum of 1000 words (4 pages) to maximum of 1500 words (6 pages)

Two competences – Minimum of 1500 words (6 pages) to maximum of 2000 words (8 pages)

REQUIRED TEXTBOOK:

Thomas, David C. (2002). *Essentials of International Management: A Cross-Cultural Perspective*. Thousand Oaks, CA: Sage Publications.
ISBN: 0-7619-2181-8.

Required textbook is available from the DePaul Bookstore prior to the first day of class. Also you have the option of purchasing the books from any book store you would like, such as www.amazon.com, www.walmart.com, www.barnes&noble.com

Supplemental Book recommended but not required:

Fisher, Glen. (1997). *Mindsets: The Role of Culture and Perception in International Relations*. 2nd Ed. Yarmouth, Maine: Intercultural Press, Inc.
ISBN 1-877864-54-4. It is available from www.amazon.com, www.interculturalpress.com & www.barnes&noble.com

Additional handouts

Additional handouts relative to topics being studied will be disseminated throughout the course.

EVIDENCE THE STUDENTS WILL SUBMIT:

You will design and develop a Learning Project according to the Learning Project Guidelines provided at the first session.

CRITERIA FOR ASSESSMENT:

- 50% Attendance and active participation: Active participation in and contributions to the classroom discussions, small group exercises and ability to analyze critical incidents being presented in the classroom. This includes homework assignments to be used as a basis from which groups will discuss, analyze, and making presentation during each session.
- 40% Completed Learning Project that reflects objectives and competences established.
- 10% Participate in the special group ethnographical excursion exercise to be held during the term.

GRADING AND ASSESSMENT:

According to the policies of DePaul University:

All students must be registered and listed on the class roster by the beginning of the second week of the term. Students not on the roster by this time cannot stay in the class under any circumstances. Please contact the SNL Advising Center (snladvising@depaul.edu) or the Office of Financial Aid (finaid@depaul.edu) to work out your particular situation.

Students who need to withdraw from the course must do so by the end of the second week of the quarter. After that point is reached, 100% tuition is charged. It is possible to withdraw from a course or

competence through the end of the seventh week of the quarter, but there is no tuition refund after the end of the second week.

In certain circumstances (such as illness, death of family members, natural disasters, etc), a late withdrawal will be refunded tuition. These circumstances must be documented, and presented to the University through the SNL Exceptions Committee (snlexceptions@depaul.edu). In no case is such a refund allowed more than once during a student's career at DePaul.

POLICY ON INCOMPLETE:

It is expected that you will complete course assignments and evidence by specified due dates within the quarter. In circumstances which the instructor determines to be exceptional, when you are unable to complete required course work by the established due dates, you may request that a grade of Incomplete (IN) be issued. This request must be made formally, in writing, by completion of an IN Request Form that you sign. The form specifies the final date by which all outstanding coursework must be completed. Failure to submit outstanding work by the specified due date will result in a grade change from IN to W or FX for each enrolled competence, along with serious academic and/or financial consequences. **After the final submission deadline, you will have no further opportunities to submit work for a passing grade.**

POLICY ON PLAGIARISM:

You are expected to observe the University's established guidelines regarding academic integrity, including the following statement regarding plagiarism, as quoted from the University's Handbook for Undergraduate Studies:

“Plagiarism is a major form of academic dishonesty involving the presentation of the work of another as one's own. Plagiarism includes but is not limited to the following:

The direct copying of any source, such as written and verbal material, computer files, audio disks, video programs or musical scores, whether published or unpublished, in whole or in part without proper acknowledgement that it is someone else's.

Copying of any source in whole or in part with only minor changes in wording or syntax even with acknowledgement.

Submitting as one's own work a report examination paper, computer file, lab report or other assignment, which has been prepared by someone else. This includes research papers purchased from any other person or agency.

Paraphrasing of another's work or ideas without proper acknowledgement.

Plagiarism, like other forms of academic dishonesty, is always a serious matter. If an instructor finds that you have plagiarized, the appropriate penalty is at the instructor's discretion. Actions taken by the instructor do not preclude the College or the University taking further punitive action including dismissal from the University.”

RECOMMENDED ADDITIONAL READING LIST:

The Art of Crossing Cultures by Craig Storti. Intercultural Press, Inc. Yarmouth, Maine, 1990.

Culture and Self: Philosophical and Religious Perspectives, East and West. Edited by Douglas Allen, Westview Press, Boulder, CO, 1997.

Culture Clash: Managing in a Multicultural World by H. Ned Seelye and Alan Seelye-James, NTC Business Books, Lincolnwood, IL, 1995, 1996.

Developing Intercultural Awareness: A Cross-Cultural Training Handbook. 2nd edition by L. Robert Kohls and John M. Knight, Intercultural Press, Inc. Yarmouth, Maine, 1994.

Gestures: The DO's and TABOO's of Body Language Around the World by Roger E. Axtell. John Wiley & Sons, NY, 1991.

No Boundary – Eastern and Western Approaches to Personal Growth by Ken Wilbert, Shambhala Publications, Inc. Boston, 1979.

On Being Foreign: Culture Shock in Short Fiction – An International Anthology by Tom J. Lewis and Robert E. Jungman (eds.) Intercultural Press, Inc. Yarmouth, Maine, 1986.

Riding the Waves of Culture: Understanding Diversity in Global Business, 2nd ed. by Fons Trompenaars and Charles Hampden-Turner, McGraw-Hill, NY, 1998.