



## **TMGT 351-01W: Managing Cultural Differences**

### **COURSE SYLLABUS: Fall, 2018**

### **INSTRUCTOR INFORMATION**

**Instructor:** Andrea M. Graham, PhD –Dept. Head and Associate Professor  
**Office Location:** Charles Austin Engineering Building (Ag/ET) 213D  
**Office Hours:** Monday-Thursday 1:00-3:00 pm  
**Office Phone:** 903-468-8737  
**Office Fax:** 903-886-5960  
**University Email Address:** andrea.graham@tamuc.edu  
**Preferred Form of Communication:** email  
**Communication Response Time:** Within 24 hours during normal business hours (8am-5pm M-F)

### **COURSE INFORMATION**

#### **Materials – Textbooks, Readings, Supplementary Readings**

**Textbook(s) Required:**

Title: Managing Cultural Differences, 10<sup>th</sup> Edition  
Authors: Abramson and Moran  
ISBN: 978-1-138-22345-5(hbk)  
ISBN: 978-1-138-22368-4(pbk)  
ISBN: 978-1-315-40398-4(ebk)  
Publisher: Routledge, 2017

**Helpful:**

Although not required, the Publication Manual of the American Psychological Association (APA), 6<sup>th</sup> edition will be used for formatting and reference for the research paper.

**Course Description:**

Study of change management, culture differences and common operating practices in global organizations.

*The syllabus/schedule are subject to change.*

## **Course Learning Outcomes**

Upon satisfactory completion of the course, the student will:

- have an understanding of cultural differences and styles in business and industry, including management, both in the United States and globally
- be able to define cultural management as it applies to contemporary business and industry
- be able to read, review, and interpret case studies involving cultural differences demonstrate knowledge of cultural differences by preparing written paper(s) on the various aspects and practices of management of cultural differences
- be able to define the future impact of cultural differences on management
- Students will be able to demonstrate knowledge of the interconnectedness of global dynamics (issues, processes, trends, and systems). (**QEP SLO**)

## **COURSE REQUIREMENTS**

### **Minimal Technical Skills Needed**

To fully participate in online courses, you will need to demonstrate a working knowledge level of MS Word and MS Excel. In addition, you will also need to be familiar with the use of learning management systems.

### **Instructional Methods**

All of the course and student performance objectives will be assessed using responses from briefing and other deliverable materials. The learners will be expected to articulate appropriate comments, observations, answers, or treatise concerning each of the course objectives, during discussions, the final executive briefing and the deliverable work(s).

### **Student Responsibilities or Tips for Success in the Course**

#### **Time commitment**

In a college-level course, it is a reasonable and accepted expectation that a student will spend between three and four hours outside of class for each hour spent in class. This applies to on-line and web-enhanced courses just as it does to a traditional course when determining the total expectation of time that should be spent on a particular course per week, or day in the case of summer or sub-term courses.

#### **Attendance**

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All students must be active participants in class activities. There is no "excused" absence in this course. An absence is an absence, regardless of reason. In on-line courses, attendance is equated to the demonstration of an active, regular presence in the virtual course environment and appropriate progress toward timely assignment completion. An active presence may be shown through participation in, and contributions to, on-line class discussions and the Virtual Classroom.

## GRADING

### Points for Grading Purposes

Assignment	Maximum Points
Discussion Boards	200
Research Paper	100
Final Team Project	300
<b>TOTAL</b>	<b>600</b>

Grades will be determined by the following:

%	Total Points	Grade
90-100	540-600	A
80-89	480-539	B
70-79	420-479	C
60-69	360-419	D
<60	<359.5	F

### **Discussion Boards (200 Points)**

There will be a total of 20 discussion boards. Students will be required to post their personal responses on or before the assigned date/time and then provide detailed comments to at least 2 other student postings no later than the assigned date/time. Due dates/times will be posted within the discussion boards.

### **Research Paper (100 Points)**

Each student will be expected to read the textbook adopted for this course and additionally conduct extensive and verifiable internet research on the topic of "managing

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cultural differences”. Specifically, the student will be expected to pick a topic of interest and prepare a 1000-1250 word paper of this topic, citing all references. Based on the research findings, each student will be expected to write a scholarly research paper using the provided Manuscript Format Guide, to be provided in the Doc Sharing module of the course. To receive prior approval, students must submit their proposed topic to the Professor via Research Paper Discussion Board and receive a positive response before starting to write their paper. Internet research cited in your paper is to come from only verifiable and legitimate sources. **Your cited sources will be checked and verified by your Professor and must be cited properly per APA. Papers will also be submitted to Turn-It-In via the proper dropbox. Wiki is NOT an approved reference.**

**Research Paper Due: October 21, 2018, by 11:59 pm. Late work will not be accepted.**

### **Final Team Project (300 Points)**

Final Team Project will be a group project. The teams will be assigned a geographic region to explain and develop a “crash course” of knowledge for someone going to that area. More details will be posted in eCollege.

**Completed Final Team Project Due: December 7, 2018, by 11:59 pm. Late work will not be accepted.**

## **TECHNOLOGY REQUIREMENTS**

### **Browser support**

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

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- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

### Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

### Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	The current major version of iOS (the latest minor or <b>point</b> release of that major version) and the previous major version of iOS (the latest minor or <b>point</b> release of that major version). For example, as of June 7, 2017, D2L supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version.  Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

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- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
  - 512 MB of RAM, 1 GB or more preferred
  - Broadband connection required courses are heavily video intensive
  - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution
- You must have a:
  - Sound card, which is usually integrated into your desktop or laptop computer
  - Speakers or headphones.
  - \*For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: [JAVA web site http://www.java.com/en/download/manual.jsp](http://www.java.com/en/download/manual.jsp)
- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
  - [Adobe Reader https://get.adobe.com/reader/](https://get.adobe.com/reader/)
  - [Adobe Flash Player \(version 17 or later\) https://get.adobe.com/flashplayer/](https://get.adobe.com/flashplayer/)
  - [Adobe Shockwave Player https://get.adobe.com/shockwave/](https://get.adobe.com/shockwave/)
  - [Apple Quick Time http://www.apple.com/quicktime/download/](http://www.apple.com/quicktime/download/)
- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

## **ACCESS AND NAVIGATION**

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You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or [helpdesk@tamuc.edu](mailto:helpdesk@tamuc.edu).

**Note:** Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

## **COMMUNICATION AND SUPPORT**

### **Brightspace Support**

#### **Need Help?**

#### **Student Support**

If you have any questions or are having difficulties with the course material, please contact your Instructor.

#### **Technical Support**

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the **Live Chat** or click on the words “[click here](#)” to submit an issue via email.



#### **System Maintenance**

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

#### **Interaction with Instructor Statement**

The instructor is available via a variety of avenues. The best path depends on the nature of the content you wish to convey or ask. If you have a general question about the class content, the syllabus and course materials are provided within the D2L environment and may already provide the answer you seek. If you have a question or comment of the nature that would be presented in a traditional classroom environment, please do so in the Virtual Classroom so that others might benefit from and participate in the exchange. If you know the answer to a fellow student's question, please respond. Personal content involving grades, progress, etc. should be addressed with me via private e-mail: [Andrea.Graham@tamuc.edu](mailto:Andrea.Graham@tamuc.edu). Your name, CWID, and course number (if regarding a specific course) must be included in any and ALL electronic

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correspondence. Emails should receive a response within 24 hours Monday-Friday. Please allow for additional time for emails sent on the weekend.

## **COURSE AND UNIVERSITY PROCEDURES/POLICIES**

### **Course Specific Procedures/Policies**

- Late work will not be accepted.

### **Syllabus Change Policy**

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

## **University Specific Procedures**

### **Student Conduct**

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx).  
<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: [Netiquette](http://www.albion.com/netiquette/corerules.html)  
<http://www.albion.com/netiquette/corerules.html>

### **TAMUC Attendance**

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

### **Academic Integrity**

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

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<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf>

## **ADA Statement**

### **Students with Disabilities**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

### **Office of Student Disability Resources and Services**

Texas A&M University-Commerce

Gee Library- Room 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: [studentdisabilityservices@tamuc.edu](mailto:studentdisabilityservices@tamuc.edu)

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

### **Nondiscrimination Notice**

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

### **Campus Concealed Carry Statement**

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

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For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

## COURSE OUTLINE / CALENDAR

Week	Starting Day	Topics	Assessment
1	August 27th	<ul style="list-style-type: none"> <li>• Course Welcome/Overview</li> </ul>	<ul style="list-style-type: none"> <li>-Introduce yourself</li> <li>-Discussion 1</li> </ul>
2	September 3rd	<ul style="list-style-type: none"> <li>• Cultural Impacts               <ul style="list-style-type: none"> <li>○ Traditions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Discussion 2</li> </ul>
3	September 10th	<ul style="list-style-type: none"> <li>• Cultural Impacts               <ul style="list-style-type: none"> <li>○ Characteristics</li> <li>○ Communication</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Discussion 3</li> <li>-Discussion 4</li> </ul>
4	September 17th	<ul style="list-style-type: none"> <li>• Cultural Impacts               <ul style="list-style-type: none"> <li>○ Power Distance Index</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Discussion 5</li> <li>-Discussion 6</li> </ul>
5	September 24th	<ul style="list-style-type: none"> <li>• Cultural Impacts               <ul style="list-style-type: none"> <li>○ Global leaders learning in response change</li> <li>○ Negotiating long term for mutual benefit</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Discussion 7</li> <li>-Discussion 8</li> </ul>
6	October 1st	<ul style="list-style-type: none"> <li>• Cultural Impacts               <ul style="list-style-type: none"> <li>○ Women leaders in global business</li> <li>○ Motivating the global workforce</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Discussion 9</li> <li>-Discussion 10</li> </ul>
7	October 8	<ul style="list-style-type: none"> <li>• Cultural Impacts               <ul style="list-style-type: none"> <li>○ Lessons for global leaders</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Discussion 11</li> </ul>
8	October 15	<ul style="list-style-type: none"> <li>• Regional Culture               <ul style="list-style-type: none"> <li>○ Global Leadership</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Discussion 12</li> <li>-(Assignment)</li> </ul>
9	October 22	<ul style="list-style-type: none"> <li>• Regional Culture               <ul style="list-style-type: none"> <li>○ Global Differences in Ethical Standards</li> <li>○ Leadership Styles</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Discussion 13</li> <li>-Discussion 14</li> </ul>
10	October 29	<ul style="list-style-type: none"> <li>• Regional Culture               <ul style="list-style-type: none"> <li>○ Managing global transitions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-Discussion 15</li> <li>-Discussion 16</li> <li>-(Assignment)</li> </ul>

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		and relocations	
		○ Global Teams	
11	November 5	• Regional Culture ○ Current Events	-Assignment: Final Team Project
12	November 12	• Regional Culture	-Discussion 18
13	November 19	• Regional Culture	-Discussion 19
14	November 26	• Project Work	-Document Draft -HR Literature Draft
15	December 3	• Project Work	-Course Evaluations
16	December 10	• Finals	-Peer Evaluations -Discussion 20

Important Deadlines:

***Research Paper - October 21, 2018***

***Final Team Project – December 7, 2018***

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