
Syllabus
Diversity and Cross Cultural Management
Prof. Marshall Langer

I. COURSE INFORMATION

1. Course title. Diversity and Cross Cultural Management

2. Course description. In this interactive, engaging seminar, participants learn key insights on interacting with diverse groups. The following topics are specifically taught: 1) To appreciate and profit from diversity, 2) Effective intercultural communication techniques, 3) Beneficial intercultural group interactions, 4) Inspiring, motivating cross cultural leadership, 5) Tools for productive diversity interactions.

The interactive, participatory sessions will demonstrate both the benefits and challenges of interacting in a culturally diverse setting and teach tools to benefit from it.

The course is mandatory for first and second year students.

3. Timing. 15 hours

4. Interactive teaching. The interactive, participatory sessions utilize in class activity, video, role play, debate, cases/books/articles, and photos.

5. Room: Alpha at Campus X (except October 13, room P4 at the Faculty of Economics)

6. Managing large class: 1) Utilize role plays with student volunteers; this holds the class attention. For example, 3 students volunteer, are asked a series of questions, then class votes on who they would send abroad and why. Run several of these. 2) Utilize team competitions – break class into smaller 6 person groups then give task to analyze video or case – results presented to class by 1 member. Instructor determines best presentation. 3) Split class in halves – run activity to involve both halves working with and in competition with each other.

II. LEARNING OUTCOMES

In this course participants learn:

1. To operate successfully among a diverse group of people

- Appreciate the way in which culture and orientation influences perception, values, individual behavior (in communication, team interactions, and other areas) in order to motivate and inspire its members.
- Recognize in advance potential biases, pitfalls, false assumptions and stereotypes in otherwise successful cross-cultural relationships built on trust, honesty, independence, sincerity.
- Understand better why people are reluctant to approach people who seem “different.” Overcome this.

2. Effective intercultural communication techniques

- Develop communication methods particularly effective to specific groups (i.e. strong form, coercive, cooperative). Hone conflict management skills: surface, discuss and value differences in constructive manner.
- Determine why messages that are clear to you may seem vague and unfocused to others; read non-verbal cues.
- Using active listening and empathy to communicate effectively.
- Learn to interact more productively with each other – especially with students from diverse backgrounds.

3. To lead diverse teams inspiringly and motivationally

- Lead diverse team more effectively; apply soft skills in navigating delicate interpersonal relations.
- Understand the way in which goals and objectives vary across cultures; study how hierarchies vary among cultures
- Analyze group norms in various cultures

III. COURSE MATERIALS

Books

<u>Code</u>	<u>Title</u>
CA	Huijser, <u>Cultural Advantage, Succeeding with Global Teams</u> , International Press, 2006
CB5	Hoyer, MacInnis, <u>Consumer Behavior, International 5th ed.</u> , Cengage Learning, 2009
GM	Keegan, Green, <u>Global Marketing 5th Edition</u> , Prentice Hall, 2007
IA	Kohls, Knight, <u>Developing Intercultural Awareness, 2nd Edition</u> , Intercultural Press, 1994
IB	Woods, <u>International Business: An Introduction</u> , Palgrave Macmillan, 2002
IO	Adler, <u>International Dimensions of Organizational Behavior, 4th Edition</u> , Wadsworth,
WC	Lewis, <u>When Cultures Collide</u> , Brealey, 2006
EI	Goleman, <u>Emotional Intelligence</u> , Bantam Books, 2005
IA	Kohls, Knight, <u>Developing Intercultural Awareness, 2nd Edition</u> , Intercultural Press, 1994
HR	Snell, Bohlander, <u>Human Resource Management</u> , Thomson, 2007

Other

Robert Cialdini video on influence

Rsa motivation video on cultural – Dan Pink

Culturally sensitive photos (Burka McDonalds, etc.)

Debate controversial subject(s)

 Determining your own cultural profile and how it influences you

Case study

Role play

Leadership activity

Activity

Video

Tools

IV. COURSE WEBSITE / CONTACT INFO

Readings, notes posted at:

www.mydrive.ch

UN: ztdvclass@skclass

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Instructor:

Marshall Langer

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Experience: Trained group counselor; Masters coursework in counseling psychology,
MBA Wharton School (University of Pennsylvania)

V. COURSE OUTLINE

DAY 1		

PERSONAL AND INTERCULTURAL DIFFERENCES		
<u>Time</u>	<u>Topic</u>	<u>Reading</u>
45 minutes	Introduction ----- Video: Multicultural team	--
70 minutes	Reading people ----- Activity: Reading people/analyze classmates ----- Video: Lie to me	Reading people article EI: C10 excerpt on Diversity
15 minutes	Break	--
50 minutes	Culturally diverse expressions of personality, emotions ----- Video: Japan, Saudi Arabia, Latin America, China cultures	WC: C5 p63-71 IO: Chapter 3
60 minutes	Use of language and body language ----- Case studies: Interactive mock scenarios (Indian), mini cases, critical incidents	WC: C10 p157 (bot) -p161 (bot)

DAY 2		

MODELS OF CULTURE		
<u>Time</u>	<u>Topic</u>	<u>Reading</u>
30 minutes	Examination of culture ----- Video/discussion: Europe, USA, Africa cultural styles, economies	GM: C4
15 minutes	Break	--
75 minutes	<u>Definition of cultures:</u> Linear active, multi-active and Reactive cultures Effect of history ----- Hofstede view of culture Differences in managerial style High vs. low context cultures ----- Model of Freedom cultural framework: action, process, task, or role orientation ----- Case studies: Multicultural mini cases	WC: C3 p29-38 ----- IO: p42-57 ----- CA: p34-49

DAY 3		

SOCIETAL/GROUP/MARKET AND TEAM DIFFERENCES AMONG CULTURES		
<u>Time</u>	<u>Topic</u>	<u>Reading</u>
45 minutes	Cultural effects on group behavior	WC: C8 p125 (bot)-p128 (mid); p131 (mid)-p138
	----- Diversity in groups	IO: p126-141
15 minutes	Break	--
60 minutes	Meeting facilitation	WC: C10 p154-p157 (bot)
	----- Managing multinational teams, meetings, facilitation	CA: p76-84

DAY 4		

MANAGEMENT AND LEADERSHIP DIFFERENCES GLOBALLY		
<u>Time</u>	<u>Topic</u>	<u>Reading</u>
60 minutes	Leadership styles in different cultures	CA: p58-p61
	----- Different global leadership styles	WC: C7 p104-123 Leadership styles worldwide (article)
	----- Business principles in Asia	See article
15 minutes	Break	--
45 minutes	Activity: Leadership styles role play	--

DAY 5		

GLOBAL PERSONNEL CHALLENGES		
<u>Time</u>	<u>Topic</u>	<u>Reading</u>
50 minutes	<u>Personnel challenges:</u> Motivation Building trust High trust and low trust societies	WC: C9 p142 (mid)-p148 (bot) HR: C7 excerpt on Diversity training
	----- Video: Disgruntled expatriate	
15 minutes	Break	--
55 minutes	<u>Personnel challenges – cont'd:</u> Personnel management differences	IB: C10 p252-267
	----- Attitudes toward women and minorities	See articles
	----- Virtual teams and meetings	
	----- Video: Harassment worldwide	

DAY 6

MARKETING ORIENTED DIFFERENCES AMONG CULTURES

<u>Time</u>	<u>Topic</u>	<u>Reading</u>
45 minutes	<u>Marketing-oriented differences among cultures:</u> Sociological differences Marketing differences	CB5: C12 GM: C13
45 minutes	Global marketing activity	--
15 minutes	Break	--
45 minutes	Video: Cola Wars (on global cultural differences in marketing)	
30 minutes	Course wrap-up discussion, lessons learned.	--