I. IDENTIFYING INFORMATION
Course: MSA 604
Course Title: Administration, Globalization and Multiculturalism
EPN: 22298988
Term: Fall II
Location: Online
Course Dates: 10/24, 12/16/2016
Course Days and Times: N/A
Prerequisites: None.

Blackboard:
Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a shell, is automatically created for every CMU course. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you prior to the course start date. Seeing the course shell listed in Blackboard with unavailable adjacent to its title is an indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser and enter https://blackboard.cmich.edu/webapps/login/. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course's Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at https://blackboard.cmich.edu/webapps/login/.

Instructor: Richard Santiago
Primary Phone Number: N/A
Secondary Phone Number: N/A
E-Mail Address: santi2r@cmich.edu
Availability: Thursdays, 06:30 PM to 08:00 PM ET

Academic Biography:

• PhD, Business Management, Specialization in Leadership, Capella University, 2015
  Dissertation Title: Bicultural Leaders’ Cultural Competence and Language Skills: Managing Diversity by Influencing Multicultural Team Processes.
• MSA, Specialization in Leadership, Central Michigan University, 2004
• BS, Computers, Metropolitan University, 1990

Dr. Richard (Rich) Santiago is a bi-cultural and bi-lingual leader with an extensive leadership and global experience. He is a bi-cultural leader who has internalized two cultures: from Puerto Rico and the United States (US). Dr. Santiago is also bilingual as he speaks two languages: Spanish and English. He served in the military for over 25 years. Since 1990, he has been serving in leadership positions for organizations operating domestically and internationally. For over 5 years, he worked in multicultural environments abroad in locations such as Afghanistan, Iraq, Saudi Arabia, Bosnia, and Hungary, among others. Some of his job assignments included: (a) Commander, Baghdad, Iraq; (b), Fund Manager in support of the North Atlantic Treaty Organization (NATO), Kabul, Afghanistan; (c) Finance & Accounting Officer and Liaison Officer to the Saudi American Bank, Riyadh, Saudi Arabia; and (d) Resource Manager for the Department of Defense (DoD), the Pentagon, Washington, DC, among others.

Dr. Santiago’s international assignments provided him with unique opportunities to work with individuals from different countries in organizations such as the Saudi American Bank, the National Bank of Kuwait, and the International Security Assistance Force, among others. Today, he is performing as a Site Team Leader and Senior Financial Analyst for Pluribus International, supporting global operations for the US Army Intelligence and Security Command (INSCOM). He is also acting
as a Deputy, Division Chief.

Dr. Santiago has been facilitating career-oriented courses for adult students since 2009. He has been teaching courses related to Cultural Diversity, Leadership, Contemporary/International Management, Business Administration, and Strategy, among others. He also has been a guest speaker for topics related to managing diversity in the workplace. During his free time, he enjoys reading, watching movies, running, lifting weights, listening to music, and spending time with family and friends. He also enjoys having small professional discussions with students, friends, co-workers and family.

II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS

Order books from MBS at http://bookstore.mbsdirect.net/cmu.htm

Textbooks and Course Materials:

<table>
<thead>
<tr>
<th>Title</th>
<th>MSA 604 Case Studies - Link to purchase will be available in CMU Blackboard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author</td>
<td>N/A</td>
</tr>
<tr>
<td>Edition</td>
<td>N/A</td>
</tr>
<tr>
<td>ISBN</td>
<td>N/A</td>
</tr>
<tr>
<td>Publisher</td>
<td>N/A</td>
</tr>
<tr>
<td>Required</td>
<td>Yes</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Title</th>
<th>MSA 604: Administration, Globalization and Multiculturalism (Custom Text for CMU) (E-book Available)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author</td>
<td>CMU</td>
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<tr>
<td>Edition</td>
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<tr>
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<tr>
<td>Publisher</td>
<td>Pearson</td>
</tr>
<tr>
<td>Required</td>
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</tr>
</tbody>
</table>

Course Reserves: 
N/A

Required Materials:
Students are required to purchase MSA 604 Case Studies. Link to purchase will be available in CMU Blackboard

Recommended Materials:
N/A

III. COURSE DESCRIPTION

Focuses on theoretical and applied concepts and skills essential to successfully managing an environment of workplace diversity and multiculturalism within domestic and global organizations. This course may be offered in an online or hybrid format.

IV. COURSE GOALS AND OBJECTIVES

Upon successfully completing this course, the student will be able to:

1. Demonstrate an understanding of the complexities of globalization and its implications for organizations.
2. Understand how cultural variables interact to shape the perceptions of individuals within society and organizations.
3. Identify fundamental concepts, principles and theories relevant to understanding cultural differences and similarities in the world of work.
4. Describe the effects cultural variables have on the administrative process and apply cultural understanding to the effective strategic planning and administration of global and multicultural organizations.
5. Demonstrate the knowledge and skills necessary to be an effective administrator and/or worker in a culturally diverse work place.
6. Understand the role of organizational polices, practices, design, and structure in facilitating diversity management strategies.
V. METHODOLOGY
This course will include discussions, videos, PowerPoint presentations, lectures, and real-time collaborative chats as well as individual and group projects. The course materials are available in the Blackboard. Rubrics will be used to evaluate assignments. Rubrics are posted with the assignment instructions in the Blackboard.

During the course, students will be required to do the following: (a) read assigned chapters, cases, articles and other course materials in advance, and (b) participate in the Discussion Board forums and Collaborative Chats. Students will also be required to participate individually as well as in groups to complete assigned projects and cases. Following the group analysis, a presentation of the results will be made to the class.

VI. COURSE OUTLINE/ASSIGNMENTS

Pre-Class Assignment:
Pre-Course Assignments: Read the syllabus. Also, obtain textbook and commence reading. You are responsible for understanding and complying with course requirements and expectations.

Course Outline:
Weeks run from Monday through Sunday, except for the last week of the course, which runs from Monday through Friday. Students are required to become very familiar with the syllabus and know when assignments are due. All courses will follow the Eastern Time Zone.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic(s)</th>
<th>Reading(s)</th>
<th>Task(s) Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Getting Started!</td>
<td>Syllabus &amp; Bb tutorials.</td>
<td>Pre-class task(s).</td>
</tr>
<tr>
<td>Week</td>
<td>Dates</td>
<td>Topic</td>
<td>Chapters/Assignments</td>
</tr>
<tr>
<td>------</td>
<td>-------------------</td>
<td>--------------------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>8</td>
<td>12 – 16 Dec, 2016</td>
<td>Closing.</td>
<td>All Chapters.</td>
</tr>
</tbody>
</table>

* Please see the Collaborate Chats in the Blackboard for the schedule and agenda.

**Assignment Due Dates:**

Course weekly assignments are shown above. For more details, go to the “Syllabus | Schedule” and the “Course Materials” sections in the Blackboard website. Assignments are due during a specific course week. For more information about assignments, go to the specific assignment sections and read the requirements for each Discussion Board forums, Collaborate Chats, Projects (Individual/Group) and Online Final Exam. Late submissions will be reduced 15% per day. No submission will be accepted after the last day of the course. No make-ups or post evaluation resubmissions--unless I specifically approve the resubmission.

**Exam (150 points): Week 8 (12 - 16 Dec, 2016)**

There is an online final exam during Week 8. The exam will be open on Monday of Week 8 and it must be submitted by midnight (ET) on Friday of Week 8. Access to the exam to review questions prior to taking the exam is not allowed as doing so will lock you out of the exam. Additional information about the final exam will be provided during course announcements. Carefully read the online final exam information in the Blackboard before taking the exams!! It explains how to access the online exam, what to expect, and how to successfully navigate the exam.
Group Project (100 points and 10 points peer review): Week 6 (28 Nov – 4 Dec, 2016) and Week 7 (5 – 11 Dec, 2016)

This project requires student interactions with one another as well as with me. Students will be randomly assigned to a group and a topic by the end of Week 1. A course announcement will be posed to indicate the groups have been assigned.

Each group will be assigned a case, a group discussion session, and a file exchange area for the group project. You are also encouraged to use “Pronto” to stay connected with other group members. Virtual Classroom is also open if your group would like to have a group meeting.

You’re required to do research on the assigned case and engage in your group discussions. Part of your course grade will be determined by your participation AND contribution in the group discussion for the group project. It’s important to know that this is a group project; therefore, you must work collaboratively and collectively with other group members on the project.

Each group will work on their assigned case and answer a set of questions: Use the questions as a guideline to write a case study paper (APA format & 15 pages) and create a PowerPoint presentation (about 15 minutes long) by the end of Week 5. The live presentation will be scheduled and announced in Week 6-7. Contact the course instructor for alternative solutions if none of the group members is able to give the live presentation. Self and Peer Review: You will evaluate the contribution and involvement of yourself as well as the other group members. This evaluation is two-fold: (1) encourage equal participation and contribution, and (2) learning through sharing experiences, research and other constructive interactions. Students who do not submit an evaluation of all members in their group will not receive participation point in this project.

Group Project Schedule:

- Week 1: Assign Groups
- Week 2: Establish contact with all your group members
- Week 3-4: Work on the group project with your group members
- Week 5: Submit the final paper and post the PowerPoint presentation to the discussion forum.
- Week 6-7: Group presentation (Date & Time: TBA)

Individual Culture Practice Project (100 points): Week 7 (5 – 11 Dec, 2016)

This is an individual project. You will select a country of your own choice with the permission from the instructor. You need to write a 10-page paper (not include the title page and reference) with a list of bibliography. The paper needs to follow the standard APA format. The paper must focus on a country with special emphasis on cultural diversity and practices. The paper must also demonstrate the application of theoretical and applied concepts discussed on this course.

Assume that you have been hired as a consultant. You are asked to prepare a report on the selected country’s background, but more importantly, to identify the cultural and business practices. Pay special attention to “Do’s” and “Don'ts” and how to effectively interact, negotiate and deal with the culture of that country. The paper will be evaluated on the basis of quality and the extent of your analysis rather than pure description of the events and facts of the country. Attached rubric will be used to evaluate the paper.

Project Schedule:

- Week 2: Submit your choice of country
- Week 3-6: Research and work on the paper
- Week 7: Final paper is due.

Discussion Board: (7 discussions at a value of 5 points = 35 points total) Weekly (Week 1-7)

Discussion Board postings enable us to share our ideas while learning from each other. To that end, each module has an associated discussion forum. Post a response to each forum question, and start conversations with your peers. We encourage you to keep an ongoing dialogue about the discussion topic. The purpose of the discussion forum is to generate conversation about relevant topics.

Post your response to each discussion question no later than Wednesday of each week. Your response to the discussion question needs to be (a) related to the discussion topic, and (b) have at least 300 words. You also need to respond to 2 peers’ postings by Sunday of that week, and each posting needs to be (a) related to the discussion topic, and (b) have at least 100 words. Please feel free to respond to more than 2 peer’s postings. We encourage you to learn from each other! Note that no points will be earned for discussion responses posted after the week ends. Also, points will be deducted (a) if your posting is not related to the discussion topic, and/or (b) you did not meet the minimum word requirement.
Points will be earned for discussion postings as follows: Up to 3 points will be earned for each substantive response (related to the discussion topic with at least 300 words) to the main discussion question by Wednesday. Also, 2 points are earned through responding to at least 2 other peer postings by Sunday (related to the discussion topic with at least 100 words each - one point each).

**Collaborate Chats: (5 Collaborative Chats at a value of 5 points = 25 points total) Weekly (Week 1-7)**

This virtual classroom session will be held through Collaborate Chats, a synchronous communication tool in the Blackboard. There are a total of 7 chats (Week 1-7). You are required to participate in at least 5 chats so you can earn up to 25 points (5 points each chat). Contact the course instructor for alternatives if you cannot participate in any of the Collaborate Chats. Go to the Collaborate Chats section in the Blackboard for dates and times.

**Post-Class Assignment:**
There is no Post-Class Assignment.

**Student Involvement Hours:**
The hours needed to prepare for this course will vary based on students’ interests and background. However, it is not uncommon for students to spend 2 to 3 hours outside class for each hour of classroom time.

**VII. CRITERIA FOR EVALUATION**

**Evaluation Criteria:**

To provide each participant with an authentic online student experience, course activities will be graded as follows:

<table>
<thead>
<tr>
<th>Course Activity</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam</td>
<td>150</td>
</tr>
<tr>
<td>Individual Cultural Practice Project</td>
<td>100</td>
</tr>
<tr>
<td>Group Project (100 points) + Self Peer Evaluation (10 points)</td>
<td>110</td>
</tr>
<tr>
<td>Discussion Board Postings (5 points x 7 discussions)</td>
<td>35</td>
</tr>
<tr>
<td>Collaborate Chats (5 points x 5 chats)</td>
<td>25</td>
</tr>
<tr>
<td><strong>TOTAL POINTS</strong></td>
<td><strong>420</strong></td>
</tr>
</tbody>
</table>

Individual Culture Practice Projects will follow APA Style and will be a minimum of eight (8) pages, excluding a cover sheet, any abstract or Executive Summary and the reference page. Students are required to use external sources, including a minimum of 5 and a maximum of 20. Students will have until the end of the second week (6 November, 2016) to have their country selection approved by the instructor. There will be a limit of two student for any single country.

Peer review: At the end of the group presentations, each member will evaluate the rest of the group members. The primary focus will be to measure each student's contribution and implementation of ideas.

Group Project will be assigned by the instructor. Groups will be developed and assigned a specific case to analyze. Groups will review the case, and determine what areas are going well and what areas are doing poorly. In the end, the group will propose a more successful method for the case participants. Groups will present to the instructor a 3 to 5 page paper outlining the facts and issues of the case and the proposed solution. Groups will also develop and present a PowerPoint presentation of 30 to 40 minutes. Each member of the group will make a portion of the presentation.

**Grading Scale:**

- **A** 93-100% - 390 to 420
- **A-** 90-92.9% - 378 to 389
- **B+** 87-89.9% - 365 to 377
- **B** 84-86.9% - 353 to 364
Late Assignments:

LATE WORK POLICY:

• Work submitted after the due date will be reduced 15%. No submission will be accepted after the last day of course session. You are responsible for ensuring assignments are submitted on time and that your submission is received.
• Multiple file submissions will be returned for resubmission as a single file. If the assignment was resubmitted after the due date, the resubmission will be considered as a late submission.
• Exams must be taken within the schedule window identified above. Failure to do so eliminates the opportunity to submit.

SUBMISSION POLICY:
• All assignments should be submitted into the course assignment section electronically.
• Submissions must be in MS Word format and all work must be added into one document. Verification of assignment submission is an exclamation mark (!) in the respective assignment area in the Gradebook.
• Scores will be posted on the website under the Gradebook. If a score is missing or entered incorrectly, please let me know. You should review your grades at least once a week and no later than Monday.

Make-ups and Rewrites:
Missing assignments may prevent you from successfully completing the course. If you foresee any difficulties (i.e., an illness, employment change, etc.), which may prevent you from completing the assignments or this course, notify the instructor as soon as possible. Failure to do so in a timely manner may prevent you from (a) earning points for the assignments, and (b) successfully passing the course.

VIII. EXPECTATIONS

Attendance and Participation:

STUDENTS SHALL USE PROPER ETIQUETTE
• Do not use all Caps (ALL CAPS IS CONSIDERED SHOUTING) during chats, discussions and emails as it is much harder to read.
• Do use classmates’ names in responding to chats, discussions and emails (i.e. “Mary, you said …”).
• All disagreements shall be constructive and politely shared (i.e. “Sam, you mentioned that … but I believe … because …”).
• All interactions during chats, discussions and emails shall be polite and respectful. We all learn from each other. Personal attacks, offensive language, or inappropriate comments will not be tolerated.
• Any violation during chats, discussions and emails may severely affect a student’s grade. It may also be a cause for removal from the discussion, dismissal from the class and/or action by the university.

INCOMPLETE:
The Incomplete (I) is a temporary grade used in cases when a student is unable to complete course requirements because of illness or other justifiable circumstances. Students should not enter the course with an anticipation of receiving an (I) grade. An (I) grade is assigned in cases in which the student has completed satisfactorily the major portion (50%) of the course requirements and has the ability to complete the remaining work without re-registering for the course. The (I) grade is also granted by the instructor only for exceptional circumstance and is based upon circumstances which are unanticipated and out of the student's control. If you receive the (I) grade due to unforeseen or unexpected circumstances, you will be given no more than 60 days to complete the course requirements. Further information on (I) grades can be found in the current Bulletin.

COPIES OF ASSIGNMENTS:
Attention CMU students: It is your responsibility to retain a copy of all the assignments that are submitted to the instructor via the Blackboard. This includes, but is not limited to, exams, projects, cases, discussion board postings, and reports.
CMU EMAIL:
You are required to obtain and use the CMU email address that is automatically assigned to CMU students. All official correspondence (including bills, statements, emails from instructors and grades, etc.) will be sent ONLY to your CMU email
CMU’s HELP DESK:
CMU Help Desk is open seven days a week to provide support with Blackboard and a wide variety of technical issues. The Help Desk should always be your first step in reporting any technical difficulties. They can be reached at (800) 950-1144, ext. 3662 or helpdesk@cmich.edu.

FACULTY EXPECTATION/COMMUNICATION:
• Primary forms of communication are emails, discussion board forums, and my feedback on submitted assignments.
• If you are to communicate with me via email, place the course identifier (MSA 604) in the email subject line. Also, add your full name in the body of the email.
• I will acknowledge receipt of students’ email messages within 24 hours. I will provide complete response or resolution within 48 hours, 7 days a week.
• I will evaluate and grade assignments, exams, and other materials within five (5) working days of their receipt.

ATTENDANCE POLICY:
CMU students are required to participate in Discussion Board Forums, Group Projects, and Individual Projects. Students are also required to participate in at least 5 out of the 7 Collaborate Chats. Students must notify the instructor in advance if they are not able to participate in any of these chats. The instructor will lower students’ grades for lack of attendance, regardless of the students’ academic assignment grades. If the instructor is notified in advance and appropriate documentation such as military orders, medical emergencies or employment demands is provided, post approval for lack of attendance may be granted.

LATE REGISTRATION:
Students who register late or immediately before or after the course start date, may get off to a slow start. Students who fall into this category are expected to catch up, and there are no exceptions. Online courses are concentrated in time and academic workload. Students who do not feel they can meet this deadline should not enroll in the class. Also note that late registration may mean you do not receive your book in time to make up the work you missed in Week 1. Not having your book on the first day of class is not an excuse for late work after the deadlines in the schedule.

Academic Integrity:
Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (https://bulletins.cmich.edu/).

Student Rights and Responsibilities:
Each member of the Central Michigan University community assumes an obligation regarding self conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx.

IX. SUPPORT SERVICES AND OTHER REQUIREMENTS
Global Campus Library Services (GCLS)
CMU offers you a full suite of library services through its Global Campus Library Services (GCLS) department. Reference librarians will assist you in using research tools and locating information related to your research topic. The library's Documents on Demand office will help you obtain copies of the books and journal articles you need. Check out the GCLS website at http://gcls.cmich.edu for more information.

Reference librarian contact information:
1. By phone: (800) 544-1452.
2. By email: gclsref@cmich.edu
3. By online form: http://www.cmich.edu/library/gels/Pages/Ask-a-Librarian-Request-Form.aspx

Documents on Demand office contact information:
1. By phone: (800) 274-3838
2. By email: docreq@cmich.edu
3. By fax: (877) 329-6257
4. By online form: https://illiad.cmich.edu/

Writing Center

The CMU Writing Center is a free online service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. Suggestions and feedback are typically provided within two business days. For additional information and to submit work, visit http://global.cmich.edu/student/writing-center.aspx

Mathematics Assistance Center

The CMU Mathematics Assistance Center provides free tutoring in mathematics and statistics to students enrolled in select courses. Tutoring is available online and via telephone. To see what courses qualify and to register with the Math Assistance Center, visit http://global.cmich.edu/mathcenter/tutoring-request.aspx.

ADA

CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact Student Disability Services at (800) 950-1144, extension 3018 or email sds@cmich.edu, at least 4 weeks prior to registering for class. Students may find additional ADA information and forms at https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx

Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.

X. BIBLIOGRAPHY


Center Information

Student & Enrollment Services for CMU Online Courses

(800) 688-4268 or (989) 774-1129 or cmuonline@cmich.edu

Drop & Withdrawal Policy for Online Courses

http://global.cmich.edu/courses/drop-withdraw.aspx

Academic Calendar and

Credit/No Credit Deadlines for Online Courses

https://www.cmich.edu/global/calendar/Pages/default.aspx

Office of Information Technology Help Desk

https://www.cmich.edu/office_provost/OIT/help/help_desk/Pages/default.aspx

Pre-Class Checklist for Online Courses

http://www.global.cmich.edu/cmuonline/checklist.aspx

Online Learning Resource Center

http://www.global.cmich.edu/cmuonline/about/

Certified Testing Center & Proctoring Information

https://www.cmich.edu/global/cmuonline/proctoring/Pages/default.aspx

Harassment and discrimination: You have a right to feel safe and supported while pursuing your degree at CMU. If any professor, student, or staff member makes you feel that you have been discriminated against, disrespected or stuck in a hostile environment, the Office of Civil Rights and Institutional Equity (OCRIE) is here to help: Bovee UC 306, (989) 774-3253. For resources and more information, please see https://www.cmich.edu/office_president/OCRIE/

Sexual misconduct policy: With the exception of the confidential resources named explicitly within the Sexual Misconduct Policy, all CMU staff and faculty are responsible employees and are required to report any information they know about possible sexual misconduct to the Title IX Coordinator in OCRIE at (989) 774-3253. This means that any information you may divulge about such an incident in the classroom or with a faculty member cannot be confidential. Reports to OCRIE are intended to provide options and resources to survivors. Please keep these reporting obligations in mind as you seek support from staff and faculty you trust, and know that there are also support centers on campus that will maintain confidentiality, which include Sexual Aggression Peer Advocates (989-774-2255) and the CMU Counseling Center (989-774-3381). For resources and more information, please see https://www.cmich.edu/office_president/OCRIE/