I. IDENTIFYING INFORMATION

Course: MSA 604
Course Title: Administration, Globalization and Multiculturalism
EPN: 22311833
Term: Summer I
Location: Dearborn Center
Course Days and Times: Tue/Thr 5:30PM-9:30PM;

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: Kenneth Burns
Primary Phone Number: 248-666-4952
Secondary Phone Number: N/A
E-Mail Address: burns1kf@cmich.edu
Availability: By appointment

Academic Biography:
Dr. Burns is a graduate of Lawrence Technological University’s College of Management and the focus of his doctoral dissertation was “Assessing and Exploring Crisis Management in Michigan Small Businesses”. Dr. Burns completed his bachelor and master’s degrees in Business Administration from Central Michigan University. Dr. Burns has taught various courses in business administration and vehicle design at the university level. His teaching philosophy involves meshing practical experience with theoretical elements into a harmonized approach. He seeks to build interdisciplinary bridges between apparently disparate disciplines. Although having spent a majority of his career in automotive industry, he has experience in project management, manufacturing stamping operations, vehicle production assembly operations, root cause analysis, quality control, and product marketing. These varied responsibilities necessitated International travel and provided an extensive global perspective of the automobile manufacturing industry.

Professional Interests:
Multinational Supply Chain Crisis Management
Multinational Supply and Distribution Chains Risk Analysis
Supply Chain Risk Assessment - Loss and Recovery
Third Party Logistics
Quantitative and Qualitative Research Methods

Professional Affiliations:
Society of Automotive Engineers
Society of Body Engineers
Publications:
3) "Surface Contour Quality and Reflectivity" - Presented at the 1st FCA Quality Symposium

II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS

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

Textbooks and Course Materials:
Title: MSA 604 Case Studies - Link to purchase will be available in CMU Blackboard
Author: N/A
Edition: N/A
ISBN: N/A
Publisher: N/A
Required: Yes

Title: MSA 604: Administration, Globalization and Multiculturalism (Custom Text for CMU) (E-book Available)
Author: CMU
Edition: 1st
ISBN: 978-1-269-33643-7
Publisher: Pearson
Required: Yes

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 is taught through discussions, discussion board entries, case study analysis, lectures, videos, and individual assignments. Videos are listed below in the syllabus. Rubrics for assignments are posted with the assignment instructions in Blackboard and used for evaluation. You are responsible for understanding and complying with course requirements and expectations. The instructor reserves the right to make adjustments and/or changes to this syllabus as needed or deemed appropriate. The schedule provided is tentative and subject to change at the instructor's discretion.

The following case studies are required. For more information, click on Purchase Case Studies in the Blackboard portion of the course. Purchase Web link: http://coursepacks.xanedu.com/login.shtml?PackId=455465
1.) CoursePack Title: A Learning Team Drama in One Act PackID: 455474
2.) CoursePack Title: Oliver Sparling and Bible Books, Inc. PackID: 455470

PowerPoint slides are provided by the publisher for your benefit. Time restraints and complexity of the lectures limits implementing some of these during the classroom sessions. You are required and expected to peruse this material. Occasional questions arise during the classroom sessions from this material.

VI. COURSE OUTLINE/ASSIGNMENTS

Pre-Class Assignment:

Complete as soon as possible after registering for the class. Let's get to know each other. Please provide a short introduction about yourself. Tell us about your major, background, interests, expectations of this course, what your job responsibilities are, and any other things that you would like to share. Add this narrative on the Blackboard Discussion Board.

Review syllabus and obtain the course text and commence reading. You are responsible for understanding and complying with course requirements and expectations. Read the chapters 1, 2, and 3 of the text before we meet. In Blackboard, please click on E-Text Access in the main menu if you do not yet have the book, and it will take you to a free e-text of the first three chapters. Click on Purchase Case Studies in the Blackboard course, and purchase the two case studies listed previously.

Course Outline:

CLASS SESSION 1: Classroom (5-10-2016)
Orientation to the library and its research tools 1st or 2nd session.
Introduction to Administration, Globalization, and Multiculturalism
Explanation of Individual Written and PowerPoint Project.
Orientation to Blackboard.
Discussion of Chapters 1 (Succeeding in a Diverse Workplace) , 2 (Understanding Cultures: Your Own and Others) and 3 (Working with Euro-Americans: The Dominant Culture) in the textbook
Discussion of the following topics:
How one can be successful in intercultural negotiation?
Why do you think nonverbal language in inter cultural communication is important?
Identify major problems encountered in multicultural negotiation.
What is a globalized economy and how is it impacting the multicultural workforce?

Establish contact with classmates and consider networking to address certain course objectives.

Assignment Due 5-12-2016: Case study Analysis "A Learning Team Drama in One Act" - Pack ID: 455474. Discuss the issues in a post of at least 250 words, drawing on information from your personal analysis.

Assignment Due 5-12-2016: Must globalization necessarily lead to the spread of Euro-American business culture as a
dominant mental map? If so, is this desirable? How does this mental map intersect with the problem of workplace stereotyping? What group is the most negatively stereotyped in Euro-American culture? Discuss the issues in a post of at least 200 words, drawing on information from chapters 3, 4, and 5 of your textbook.

Assignment Due 5-12-2016: Submit your choice of country for the individual country culture written and PowerPoint presentation project. If you have not yet purchased the additional case study for the course, do so. Click on Purchase Case Studies in the Blackboard main menu.

CLASS SESSION 2: Classroom (5-12-2016)
Review and discuss Chapter 4 (Stereotyping & Prejudice: How & Why They Occur) and Chapter 5 (Workplace Discrimination: Its Effects & Remedies) in the textbook.
Review the following videos http://www.youtube.com/watch?v=A4Atxnw6PEo and http://www.youtube.com/watch?v=MnignqBW4CY.

Assignment Due 5-17-2016: A new employee in your office from the Middle East stands very close during conversations, and sometimes touches your shoulders during conversations, making you very uncomfortable. When you back away, he simply moves closer. How should you and the company handle the situation? Discuss the issues in a primary post of at least 200 words, drawing on information from chapters 3, 4, and 5 of your textbook.

Assignment Due 4-17-2016: According to Chapter 3, the average annual income for a man in Euro-American culture is about $36,800, while the average annual income for a woman in Euro-American culture is about $21,900. Suppose a female employee and a male employee have the same job title and approximately the same qualifications and education. The female employee accidentally discovers that she is being paid 40% less than the male employee. What should she do, and why? Discuss the issues in a post of at least 200 words, drawing on information from chapters 3, 4, and 5 of your textbook.

CLASS SESSION 3: Classroom (5-17-2016)
Q & A on research progress - Written Country Cultural Individual and PowerPoint Project.
Discussion of the following topics: Identify one event that you have experienced in regard to culture and cultural diversity in workplace. How have you responded to such an event in your work environment?
What should a human resources professional due to prevent workplace discrimination?
How should an employee handle a complaint about workplace discrimination?
How can a supervisor use workplace diversity to maximize creativity and minimize frictions?
Why has the inclusion of persons of “difference” been controversial?
How can a firm create a successful climate to manage cultural diversity and manage workforce in multicultural and virtual teams?
How do habits of the mind impact our view of race, gender, and other categories?
Does the mind have “blind spots” that can lead to discrimination unknowingly?
What can be done to become more aware of inaccurate mental habits?
Why do women earn less than men for the same work?
What is a glass ceiling?
Reading for the next class meeting
Read Chapters 6 - 17 in the textbook

Assignment Due 5-19-2016: Hip Hop Hate - Why the Violence Toward Women? Hip Hop artists tend to be disproportionately drawn from racial minority cultures, so it may seem surprising that these artists would not be acutely sensitive to discrimination. Yet, some hip hop lyrics are notoriously discriminatory toward women, and a few even seem to boastfully refer to criminal violence toward women. Why would minority artists actively practice discrimination in their lyrics and discriminate toward another group? What, if anything, should be done about this? Is there a point where free speech stops and hate speech begins? How should management respond to the playing of hip hop lyrics on company property? Discuss the issues in a post of at least 250 words, drawing on information from chapters 6, 7, and 8 of your textbook.

Assignment Due 5-19-2016: "Oliver Sparling and Bible Books, Inc." Discuss the issues in a post of at least 250 words, drawing on information from your personal analysis.

Assignment Due 5-19-2016: African American Males: Trickle-down discrimination? According to a United States Criminal Justice system report, African American men face overwhelming discrimination. Why is this? How should business sectors tied to the criminal justice system deal with this issue? How should employers running background checks deal with this issue, since it could be argued that rampant racial discrimination in the criminal justice system may translate later into employment discrimination? Discuss the issues in a post of at least 200 words, drawing on information from chapters 6, 7,
Assignment Due 5-24-2016: Pigeon Droppings in Hawaii? You are in upper management in a private school in an affluent district in the state of Hawaii. A new English teacher was recently hired who has outstanding credentials, references, and experience. However, parents are now calling in droves to complain to the school administration about the teacher because he "sounds too local" and drops Pidgin phrases during conferences and at school events. This teacher is also supposed to represent the school soon at a national conference in Washington, DC. What action, if any, should you take, and why? Discuss the issues in a post of at least 200 words, drawing on information from chapters 6, 7, and 8 of your textbook.

Assignment Due 5-24-2016: The Case for Single Use Restrooms? Early this year, 65 restrooms on a college campus were labeled as gender-neutral. These single-stall restrooms are for the use of all individuals and are intended to foster a more inclusive and welcoming environment for the campus community. The designation of single-stall restrooms as gender-neutral protects students, employees, visitors and contractors from discrimination. Gender-neutral restrooms at this campus underscore the commitment to Equal Opportunity and Harassment, Discrimination, and Retaliation policies specifically forbidding discrimination based on an individual's gender identity and expression. What are your views on this action? Discuss the issues in a post of at least 200 words, drawing on information from chapters of your textbook.

Assignment Due 5-24-2016: Nursing Discrimination? You are in charge of the nursing staff in a major metropolitan hospital. Juan Flores, a Medical Doctor (MD) in the Philippines who came to work as a nurse in the United States complains to you that he has been routinely excluded from regular assignments by his supervisor, who instead has assigned him to simple duties on a special AIDS wing of the hospital requiring a relatively low level of nursing skills. Flores is heterosexual, but his supervisor recently asked him if he participated in the Rainbow Gay Pride Parade. Flores recently made a complaint to you about his treatment. What actions do you take, if any, and why? Discuss the issues in a post of at least 200 words, drawing on information from chapters 11, 12 and 13 of your textbook.
Kalimantan on the island of Borneo. Do you hire local staff, and if so, in which positions? Which accommodations, if any, should you make to the corporate culture when planning your policies and procedures for this plant? What types of outreach do you wish to make in the local community? Discuss the issues in a post of at least 200 words, drawing on information from chapters 18 and 19 of your textbook.

Class Session 7: (5-31-2016)
Submit a verbal report to the instructor your progress on PowerPoint and written project.
Use the group areas to discuss your strategies and tactics with your fellow classmates.
Continue to work on your Written Country Cultural Individual and PowerPoint Project.
Reading for the next class meeting
Read Chapters remaining chapters in the textbook
Assignment Due: PowerPoint presentations due

Class Session 8: (6-02-2016)
Continuation of PowerPoint presentations
Discussion of Chapter 17 (Inclusive Corporate Cultures) and Chapter 18 (International Human Resources) and Chapter 19 (Leadership and Employee Behavior in International Business) in the textbook
Discussion of the following topics: What are the characteristics of multinational companies? What forces have contributed to their development and growth?
Why is it more difficult to manage human resources on a worldwide basis than on a national or local basis?
Submit the Written Country Cultural Individual Project
Submit final exam

Assignment Due Dates:

Course assignments are detailed in the Course Outline section in the Syllabus. All assignments have due dates. Late submissions will be reduced 15% per day. No submission will be accepted after the last day of course session. No makeups or post evaluation re-submissions--unless I specifically request a re-submission.

Case Study Analysis (40 points) verbal and written analysis is required and expected from all students. I expect every element and nuance to be covered in class. Your synopsis of each case study will be posted under assignments in Blackboard as specified.

Final Exam (100 points) There is a final exam, this will be detailed in class.

PowerPoint Presentation (50 points) This project requires to student verbally analyze his or her Individual Written Project

Written Individual Culture Project (50 points) This is an individual research analysis where each student selects a country of his or her choice with permission of the instructor and prepares a 7-page summary referencing the country especially using the contents of the course with special emphasis on cultural diversity and practices. During the first class, you should obtain permission or approval for the country of your choice. A maximum of two students will be permitted to report on a country and approval will be on a first come, first approved basis. Students are asked during week one to select a country to analyze, with final approval from the instructor. This is an individual project where each student prepares a 7-page report in APA style about the country selected. The 7pages include cover sheet, and reference page. Plagiarism rules apply to the paper. Special emphasis of the paper should focus on the content discussed throughout the course and provided in the textbook / Power Points. Some examples of what to include in the paper can be: a brief history of the country and educational facts (i.e. population, economy, language standards, religions, ethnicity, etc.); current events, leaders, business impacts and opportunities from a diversity perspective, tips for working and/or doing business (or simply traveling), etc. Also consider in your analysis how to survive from a multicultural perspective, differences in the culture, and intercultural negotiations and communication opportunities.

Assignment Questions (10 responses to be posted in Blackboard Assignments (180 points). Within the syllabus under the weekly assignments questions are listed. Each student is to present a logical response to these questions. Your response should be well thought out and presented in a succinct manner employing proper English and Grammar. Your answers are expected to address all portions of the question including all pro and con issues if applicable. There is no maximum input but the minimum is 200 words.

Post-Class Assignment:
None
**Student Involvement Hours:**
Minimum 40 hours

**VII. CRITERIA FOR EVALUATION**

**Evaluation Criteria:**
Course activities will be graded as follows:
- Final Exam Part 1 - 50pts and Part 2 - 50pts = 100pts
- Written Individual Culture Project (50 pts)
- PowerPoint Presentation Individual Culture Project (50 pts)
- Case Study Analysis (80 pts.)
- Assignment Questions (180 pts.)

**TOTAL: 460 Points**

**Grading Scale:**
- A 93-100%, 428 to 460
- A- 90-92.9%, 414 to 427
- B+ 87-89.9%, 400 to 413
- B 84-86.9%, 386 to 399
- B- 80-83.9%, 368 to 385
- C+ 77-79.9%, 354 to 367
- C 74-76.9%, 340 to 353
- E Below 74%, 339 or below (CMU does not employ C- or D grades)

**Late Assignments:**
Work submitted after the due date will be reduced 15%; no submission will be accepted after last day of course session.

You are responsible for ensuring assignments are submitted on time and that your submission is received.

Assignment submission is face-to-face (when applicable) and via Blackboard.

Copies of assignments:
It is your responsibility to retain a copy of any materials that you mail or hand in to a center or to your instructor. This includes, but is not limited to, exams, assignments, cases, or reports.

**Make-ups and Rewrites:**
Missing any part of this schedule may prevent completion of the course. If you foresee difficulty of any type (i.e., an illness, employment change, etc.) which may prevent completion of this course, notify the instructor as soon as possible. Failure to do so will result in failure for an assignment and/or failure of the course.

NOTE: If I have not heard from you by the deadline dates for assignments or exam, no make-up work will be allowed (unless extraordinary circumstances existed, such as hospitalization). Requests for extensions must be made in advance and accompanied by appropriate written documentation.

**INCOMPLETE:**
The (I) Incomplete 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 Incomplete (I) grade. An (I) Incomplete is assigned by the University 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 granted by the University only for exceptional circumstance. Further information on (I) Incomplete can be found in the current CMU Bulletin.

**VIII. EXPECTATIONS**

**Attendance and Participation:**
CMU students are required to attend all class sessions and participation as an integral part of the complete education. Students must notify the instruction in advance if an absence or late arrival is anticipated. The instructor may lower student grades for poor attendance, regardless of student academic assignment grades. Post approval may be granted if appropriate documentation such as military orders, medical emergencies or organizational demand is provided. You are required to
obtain and use the CMU email address that is automatically assigned to CMU students. All official correspondence (emails from the instructor and grades, etc.) will be sent ONLY to your CMU address.

**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/](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](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](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/gcls/Pages/Ask-a-Librarian-Request-Form.aspx](http://www.cmich.edu/library/gcls/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/](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](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](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

Central Michigan University
Dearborn Center
15041 Commerce Drive South
Suite 411
Dearborn, MI 48120

Phone: (313) 441-5300 or (313) 441-5301
Fax: (313) 441-5304

Email: Dearborn.Center@cmich.edu

Office Hours:
Monday-Friday 9 a.m. – 6 p.m.
Extended Hours: Tuesday - 9 a.m. - 7 p.m.

* Please contact the center before visiting during extended hours*

Please note: Students may not bring their children to class or to the Center.