



SUMMER SCHOOL

UNIVERSITY OF ROME TOR VERGATA

SOFT SKILLS

DIVERSITY AND CROSS CULTURAL MANAGEMENT

I. COURSE INFORMATION

Lecturer

Marshall Langer

mlanger11@gmail.com

+39 347.1763096

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

Teaching hours

June 26-30, 2017 1530-1830

2. COURSE DESCRIPTION

In this interactive, engaging seminar, participants learn key insights on working with and managing a diverse workforce. The following topics are specifically taught: 1) To appreciate and profit from diversity, 2) Effective intercultural communication techniques, marketing, 3) Inspiring, motivating cross cultural leadership and management, 4) HR tools for productive workplace diversity.

The interactive, participatory sessions will demonstrate both the benefits and challenges of managing a culturally diverse workforce and teach tools to profit from it.

III. LEARNING OUTCOMES

In this course participants learn:

1. To operate successfully in a diverse workplace

- Appreciate the way in which culture and orientation influences perception, values, individual work behavior (in work output, communication, 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 business relationships built on trust, honesty, independence, sincerity.

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

3. To lead and manage inspiringly and motivationally

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

4. HR tools for productive workplace diversity

- Gain effective HR tools/policies for managing workplace diversity, discrimination, harassment, prejudice, biases, discrimination, racism, sexism.
- Better understand immigration, changing demographics of today's workforce

IV. ADDITIONAL ACTIVITY/VIDEO/TOOLS

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, 1992
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

V. COURSE WEBSITE / CONTACT INFO

Readings, notes posted at:

www.mydrive.ch

UN: ztdvclass@skclass

PW: ztdvclass

VI. COURSE OUTLINE

DAY 1		
MONDAY JUNE 26 - 1530-1830		

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

DAY 2		
TUESDAY JUNE 27 1530-1830		

MODELS OF CULTURE		
<u>Time</u>	<u>Topic</u>	<u>Reading</u>
45 minutes	Examination of culture ----- Video/discussion: Europe, USA, Africa work styles, economies	GM: C4
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		
WEDNESDAY JUNE 28 1530-1830		

SOCIETAL/GROUP/MARKET AND TEAM DIFFERENCES AMONG CULTURES		
Time	Topic	Reading
75 minutes	Cultural effects on group behavior	WC: C8 p125 (bot)-p128 (mid); p131 (mid)-p138
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	Diversity in groups	IO: p126-141
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45 minutes	Meeting facilitation	WC: C10 p154-p157 (bot)
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	Managing multinational teams, meetings, facilitation	CA: p76-84
45 minutes	<u>Marketing-oriented differences among cultures:</u>	
	Sociological differences	CB5: C12
	Marketing differences	GM: C13

DAY 4		
THURSDAY JUNE 29 1530-1830		

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

DAY 5		
FRIDAY JUNE 30 1530-1830		

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