

Governors State University  
College of Business and Public Administration

Revised: 9/3/98

This syllabus and related materials, such as grades, can be found on the internet at:  
[www.govst.edu/users/grvorwer/home.html](http://www.govst.edu/users/grvorwer/home.html)

Title: Organizational Behavior in the Global Context  
 Instructor: Dr. Richard J. Vorwerk  
 Course Number: MGMT 810  
 Reference Number: 115887  
 Time: Fall, 1998, Saturdays: 9:00 a.m. - 11:50 a.m.  
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 Office Hours: Tuesday: 10:45 a.m. - 12 noon  
 \* Thursday: 10:45 a.m. - 12 noon, 6:00 p.m. - 7:30 p.m.  
 Saturday: 11:50 a.m. - 12:30 p.m.  
 \* Other times by appointment.



Course description: Study of behavior in organizations worldwide and a critical examination of theories for explaining organizational change and phenomena.

Expected Outcomes:

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|----|---|
| 1. | Understand individual and group behavior within worldwide organizations.                            |
| 2. | Understand motivation, perception, and communication.   |
| 3. | Understand how to develop communication, perception, observation, analytic, and integrative skills. |



Francesco, Anne Marie and Gold, Barry Allen. *International Organizational Behavior: Texts, Readings, Cases, and Skills*. Prentice Hall, 1998.

Written Assignment:

The written assignment in this class is a paper delineating what a prospective employee, not a native of the country to which s/he will be assigned, needs to understand about the cultural differences found in the assigned country. The paper is to be 10 to 12 pages in length, double spaced, typed in either Word or Word Perfect, and turned in either on disk or by e-mail. This is a research paper and resources should be cited in an acceptable manner. The paper is due December 5th.

MGMT 810

Tests: There will be three tests. You will be tested by multiple-choice and essay questions.

Grades: Participation: 15% Test I: 20% Test III: 25% A: 90 - 100 C: 70 - 79  
 \* Paper: 20% Test II: 20% \* B: 80 - 89 D: 60 - 69

Statement for Persons with Disabilities: It is the intention of this institution to support full participation of all students, regardless of physical ability level. Therefore, if any student needs consideration of his/her physical abilities in order to complete the course, please notify the instructor as soon as possible.

#### Course schedule:

Sept. 5: Introduction

\* Video: Discovering the future

\* \*

Sept. 12: Chapter 1: The management of international organizational behavior, 3-15

\* Reading: Hofstede: Cultural constraints in management theories, 259-271

\* Case: A cultural clash in the entertainment industry, 441-444

\* Chapter 2: Culture and organizational behavior, 17-35

\* Reading: Greer and Stephens: Employee relations issues for U.S. Companies in Mexico, 363-383

\* Skill Exercise: Pedersen: Double-loop thinking: seeing two perspectives, 586-590

\* \*

Sept. 19: Chapter 3: Ethics and social responsibility, 39-54

\* Reading: Vogel: The globalization of business ethics: why America remains distinctive, 272-287

\* Case: Button and Bart: Conscience or the competitive edge? (A and B), 445-448

\* Skill Exercise: Marcic: Bribery in international business, 594-597

\* Chapter 4: Comminications, 55-69

\* Reading: Thomas and Ely: Making differences matter: a new paradigm for managing diversity, 401-416

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Sept. 26: Chapter 5: Negotiation and Conflict, 71-85

\* Reading: Weiss: Negotiating with 'Romans?\*-Part I, 287-301

\* Case: Shekshnia and Puffer, Rus Wane equipment: joint venture in Russia, 464-477

\* Skill Exercise: Gochenour: The owl: cross-cultural sensitivity, 565-568

\* Video

\* \*

Oct. 3: First test: Covers all material taken since the beginning of the course.

\* \*

Oct. 10: Go over exam.

\* Chapter 6: Motivation, 87-106

\* Reading: Kaicheng: Chinese employees' perceptions of distributive fairness, 302-313

\* Case: Brunner: Buckeye glass company in China, 448-463

\* Skill Exercise: Batchelder: The east-west game (emperor's pot), 568-573

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- Oct. 17: Chapter 7: Groups and teams, 107-124
  - \* Reading: Sinclair: The tyranny of a team ideology, 314-325
  - \* Case: Keck and Francesco: The careless collaborators, 478-486
  - \* Skill Exercise: Van Buskirk: Japanese decision-making exercise (Ringi/Nemawashi), 605-606
  - \* Chapter 8: Organizational culture, 125-141
    - \* Reading: Schermerhorn and Nyaw: Managerial leadership in Chinese industrial enterprises: legacies of complex structures and communist party involvement, 326-336
    - \* Case: Palestrant: Franciso de Narvaez at Tia, 509-527
    - \* Skill Exercise: Gold: Onion, iceberg, endive, or ?: Mapping organizational culture, 606-609
    - \* \*
- Oct. 24: Chapter 9: Leadership, 143-161
  - \* Reading: Puffer: Understanding the bear: a portrait of Russian business leaders, 337-350
  - \* Chapter 10: International human resource management, 163-182
    - \* Reading: Jones: Management development: an African focus, 351-362
    - \* Case: Gold: From Saatchi ? Saatchi PLC to Cordiant PLC: rapid change at a global advertising agency, 528-534
    - \* Skill Exercise: Wolf: Work values exercise, 602-605
    - \* \*
- Oct. 31 Test 2: Covers all material taken since the last exam.
  - \* \*
- Nov. 5: Go over exam.
  - \* Chapter 11: Organizational structure, 183-200
    - \* Reading: Dyer: How Chrysler created an American keiretsu, 384-395
    - \* Case: The Russian Work Place
    - \* \*
- Nov. 14: Chapter 12: Organizational change, 201-219
  - \* Reading: Eichhorn: Guidelines for improving the efficiency of government in Germany, 395-401
  - \* Case: Ellement Maznevski: Ellen Moore: Living and working in Bahrain, 535-551
  - \* Skill Exercise: Dorfman: Dimensions of national culture and effective leadership patterns: Hofstede revisited, 609-613
  - \* Video.
  - \* \*
- Nov. 21: Chapter 13: Managing diversity, 223-239
  - \* Reading: Adler: Women managers in a global economy, 417-424
  - \* \*
- Nov. 28: Thanksgiving Holiday.
  - \* \*
- Dec. 5: Chapter 14: The globalization of organizational behavior: future trends, 241-255
  - \* Reading: Lewis and Cooper: Balancing the work/home interface: a European perspective, 425-438
  - \* Case: Walsh: Managing a diverse work force in Indonesia, 552-558

- \* Skill Exercise: Izumi: Management in the year 2200, 613-620
- \* Video: If looks could kill
- \* Paper due.
- \* \*

Dec. 12: Third exam: Covers all material taken since the last exam.