



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

Carleton University
BUSI4705-B 2020 / Fall
Ethics and Cross-Cultural Interaction

Professor: Dr. Rodney Nelson **Email:** rodney.nelson@carleton.ca
Office: 1722 DT
Office Hours: By request online
Location: **Online learning due to COVID-19**
Course meets: Online Tuesdays, 6:05 pm - 8:55 pm

Please note that due to COVID-19 we will be online for the entirety of the class. We will be using BigBlue Button for synchronous learning and recordings for asynchronous learning.

Ethics and Cross-cultural Interaction

Ethics is a vital part of business today. Ethical decision making, sustainability, equity and more. Yet often ethics can also have cultural variations. This course will look at perceptions and behaviors that characterize interactions among individuals from various cultural backgrounds, with emphasis on ethical issues that may arise when business crosses cultural boundaries. We will also examine decision making models, both organizational and individual, when faced with an ethical decision.

1. COURSE PREREQUISITES

The School of Business enforces all prerequisites. It is your responsibility to ensure that you meet the prerequisite requirements for this course. Lack of prerequisite knowledge may lead to failure in the course. Only the Undergraduate Program Advisor of the School can waive prerequisite requirements.

Precludes additional credit for BUSI 4601.

Prerequisite(s): fourth-year standing in B. Com. (International Business Concentration) or B.I.B., and BUSI 2702 or BUSI 3703.



2. COURSE DESCRIPTION:

This course prepares students who are interested in international business, cultural exchanges, and corporate culture to understand ethics and communications from a cross-cultural perspective. It is particularly of interest to those students who would be in positions that require effective management of cultural conflicts.

Business today requires knowledge, sensitivity and ethical considerations towards understanding cultural diversity and interactions. Cross-cultural or intercultural communications occur at all levels of business from multinationals to small organizations. CEOs, CFOs, entrepreneurs, marketing and sales managers all work towards an understanding of cultural management to maintain a strong corporate culture and gain competitive advantages in today's global economy. Internally, organizations must examine existing policies and practices and the effects on diverse populations, employees and diversity in teams. This course will look at ethical and cultural considerations in areas such as managing supply chains, customer relations, communications, corporate culture and international business practices. Part of understanding another culture is knowing your own culture and your own beliefs. It is understanding the complexity of communications, both verbally and non-verbally, and how culturally they may be interpreted differently.

This course also provides students with an overview and application of ethics and cross-cultural interactions, including cultural differences of locality and gender, and will include worldwide Indigenous perspectives. It is aimed at increasing cultural intelligence and ethical practical applications within a business context. The course involves a combination of interactive class sessions, lectures, case-based scenarios, and of course humour.

Course Calendar Description: Perceptions and behaviors that characterize interactions among individuals from various cultural backgrounds, with emphasis on ethical issues that may arise when business crosses cultural boundaries. Various systems, both organizational and individual, for dealing with contrasting expectations are discussed.

3. **LEARNING OUTCOMES:** Upon completion of this course, each participant should be able to:

1. *Understanding of cultural management*

Demonstrate an improved knowledge in the field of diverse ethical and cultural management and implementing ethical recommendations and cross-cultural management strategies at all levels of a company and in the context of managing unique, culturally diverse and various teams. BUSI 4705 B Winter 2017 3

2. *Apply ethical decision-making tools*

Adopt the necessary skills and points of view of an effective CEO, Owner, Manager or Senior Manager or a company or organization, but also to take those points-of-view and make effective

marketing and financial business decisions for a growing organization of various ethical practices and cultures.

3. *Engage in strategic thinking*

Appropriately question and criticize traditional strategic models in favour of approaches, which encompass variables such as culture, different approaches to business, international complexity, innovation, different culture corporate strategists, virtual representations and other technologies.

4. *Awareness of multi-cultural issues*

Present a framework and identify a set of tools for managing organizations and working toward building business with people of different cultures.

4. COURSE MATERIAL

Required Text. All reading materials will be posted on CULearn

Supplemental Reading and Links. Extra reading material links will be posted on CULearn.

Recommended Readings (access through your library or directly online)

The following books that are recommended for students who wish to enhance their understanding of, and may work in, cross-cultural or intercultural global marketing and management are encourages to read the following:

- Axtell, Roger E. (1997). *Gestures: The Do's and Taboos of Body Language Around the World*, Revised and Expanded Edition, Parker Pen Company.
- Storti, Craig. (2017). *Cross Cultural Dialogues: 74 Brief Encounters with Cultural Differences*, Second Edition, Intellectual Press.
- Chen, G., & Starosta, W. (1998). *Foundations of Intercultural Communication*. London: Allyn and Bacon.
- Hall, Edward. (1976). *Beyond Culture*, Random House.
- Chaney, Lillian H. and. Martin, Jeanette S. (2010). *Intercultural Business Communication*, Fifth Edition, Prentice Hall
- Min-Sunkim. (2002). *Non-Western Perspectives on Human Communication: Implications for Theory and Practice*. London: Sage Publications.
- Samovar, L., & Porter, R. (Eds.). (1999). *Intercultural Communication: A Reader* (9th edition). Belmont, CA: Wadsworth Publishing Company.
- Beamer, Linda and Varner, Iris. (2006). *Intercultural Communication in the Global Workplace*. McGraw-Hill

- Mattock, John. (2007). *Cross-Cultural Communication; The Essential Guide to International Business*. Kogan Page Publishing.
- Thomas, David C. (2008). *Cross Cultural Management: Essential Concepts*, 2ndEd., Sage.
- The Importance of Cross Cultural Understanding in English Language Training (2020) <http://www.openjournal.unpam.ac.id/index.php/Proceedings/article/view/4347/3279>

The following books that are recommended for students who wish to enhance their understanding of business ethics are encourages to read the following:

- Arieli, Sharon, Lilach Sagiv, and Sonia Roccas. (2020). "Values at Work: The Impact of Personal Values in Organisations." *Applied Psychology* 69.2: 230–275. Web.
- Brink, A. (2011). *Corporate Governance and Business Ethics* (1st ed. 2011.). Springer Netherlands. <https://doi.org/10.1007/978-94-007-1588-2>
- Cane, A., Matten, D. (2020) *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*, 5th Edition, Oxford University Press, ISBN-13: 978-0199697311 (on reserve in the library)
- Flynn, G. (2008). *Leadership and Business Ethics* (1st ed. 2008.). Springer Netherlands. <https://doi.org/10.1007/978-1-4020-8429-4>
- Johnson, Craig E. (2018) *Organizational Ethics, A Practical Approach*. SAGE Publications, Inc; Fourth edition, ISBN-13: 978-1506361758
- Kernohan, Andrew (2015) *Business Ethics: An Interactive Introduction*, Broadview Press; 1 edition, ISBN-13: 978-1554811502
- Lowe, Richard G (2016) *On the Professional Code of Ethics and Business Conduct in the Workplace: Professional Ethics: 100 Tips to Improve Your Professional Life*, Writing King, ISBN-10: 1943517770
- Murry, J (2019) *Conflict of Interest; Give me examples, The Balance of Business* (online) <https://www.thebalancesmb.com/what-is-a-conflict-of-interest-give-me-some-examples-398192>
- Ros, M. et al. (1999). Basic Individual Values, Work Values, and the Meaning of Work, http://130.18.86.27/faculty/warkentin/SecurityPapers/Merrill/RosSchwartz1999_APIR48_1_WorkValues.pdf
- Schwartz, S. H. (2012). An overview of the Schwartz theory of basic values. *Online Readings in Psychology and Culture*, 2, 11. <https://doi.org/10.9707/2307-0919.1116>
- *Value and Ethics in Business, Management Study Guide* (online) <https://www.managementstudyguide.com/values-ethics.htm>

5. METHOD OF INSTRUCTION:

This course is presented through a mixture of learning styles including lectures, group work and presentations. There is also a peer reviewed component to the grade which will be discussed in class. It is up to you to do the readings and come to the class prepared. In class discussions are encouraged and bringing your own personal experiences will make the class more relevant.

Note Carleton requires that correspondence with professors be carried out through your Carleton email account only.

6. EVALUATION:

Reflecting the real world of Ethics and Cross-Cultural Communications, your grade performance will depend upon both individual and group contributions as outlined below:

Grade Breakdown	% of Final Grade
a. Personal Assignments (2)	10%
b. Ethical Case Studies	20%
c. Cultural Interview	20%
d. Framework for Ethical Decision-Making Project	10%
e. Cross Cultural Learning Project.	30%
f. Presentation (group of 4 students)	10%
<hr/> TOTAL	<hr/> 100%

Individual assignments:

Personal Assignments. Students will complete three personal assessments which are intended to apply course concepts to their individual situation. As plenty of time is provided for assignments, **no credit is given for posting a late assignment.** A missed assignment supported by medical documentation will result in those marks shifted to the remaining assignments. Further instructions will be posted on the course cuLearn site.

Cultural Interview. Students will conduct a cultural interview. Through this interview students will explore differences in cultural practices and understanding. Students will then provide a management brief on the challenges of differing value systems, communications patterns or behaviours and recommend certain policies and practices that can mitigate ethical conflicts.

Group Assignments:

Framework for Ethical Decision-Making Project. This project is an opportunity to examine corporate ethics statements and design your own based on your groups mock cross-cultural training company. Several examples will be given but you will have to research others and decide what value statements your company will hold to and how this will affect decision making within the organization. The first part of this assignments is creating your ethics statements. The second part is to discuss how these statements will be applied in decision making – this can be through an employee statement, handbook or simply a written academic descriptive piece.

Cross Cultural Learning Project. The primary objective of group projects in this course is to provide experiential learning in the skills necessary for developing real business opportunities with high performance teams. Your team will plan, design and deliver a cross-cultural training program, designed to train employees preparing for their next job assignment in a foreign country of your choosing (outside North America unless with an Indigenous culture). This project should be conducted in groups of 4. At the completion of the course, the instructor may adjust group assignment marks awarded to individuals based on peer feedback. The peer evaluation forms will be made available to you prior to the class due dates. A quick proposal will be due to see if you're on the right track.

Group Presentation

Your group will prepare and deliver their training program in the form of a presentation to the class. Further details will be provided in class.

I strongly suggest keeping a backup (even a printed copy) of all your work in case of the loss of your work

7. CONDUCT

Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

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- **Attending the class.** Each class benefits from the attendance and participation of all students. Your grade for participation will be affected by absences. Regular class attendance is important and required. I expect you to attend class and contribute to a quality discussion. Class and team discussion of the materials (e.g., readings, assignments, and cases) are an important part of the learning process. Missing more than 2 classes without a certified reason (e.g. medical certificate) will lead to failure in this course regardless of the performance on assignments, presentations and reports.

- **Arriving on time.** Late arrivals are disruptive to both lectures and class discussion and show disrespect to those who are on time.
- **Team based projects.** Teams for the group projects are created in class during week one and two of the course. Students arriving after should email the course instructor.
- **Being prepared for class.** You should be ready to discuss any assigned readings and to answer any assigned questions for each day's class.

8. ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
	F = Below 50		

Grades entered by Registrar:
 WDN = Withdrawn from the course
 DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made.

carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic

accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

9. ACADEMIC INTEGRITY

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

10. RESOURCES (Need help? We all do at times and University is not a solo journey. Come see me or any of the following services and we are here to help!)

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in* any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

** Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province.*

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

Other Resources Available (613-520-2600, phone ext.)

Computing and Communication Services (CCS)

by phone at 613-520-3700

or email at ccs_service_desk@carleton.ca.

Registrar's Office (3500) 300 Tory

SCHEDULE

WEEK	DATE	TOPICS	ASSIGNMENTS (due dates)	Readings on CULearn (read before class)
1	Sept 15	Introduction and first impressions are always the most important.	Bring an artifact that represents you or your cultural identity	Miner
2	Sept 22	Pandemics and Global Ethics	reflection writing	
3	Sept 29	Cultural Management in the Canadian Context	reflection writing	Gilmore and GOC
4	Oct 6	Values and Ethics in action: personal reflections	Ethical Case Study	Shaw et. al. and Caprino
5	Oct 13	Cross-Cultural Dimensions of Decision-Making		Thorne and Saunders
6	Oct 20	Contrasting Cultural Values and Corporate Social Responsibility	Values Statement Exercise	Readings on CULearn
	Oct 27	No Class – Winter Break		
7	Nov 3	Indigeneity and Understanding Ethical Dilemmas	Proposal	Readings on CULearn
8	Nov 10	Theories and Models of Cross-cultural Management and Business, Social and Cultural Customs	Interview	Schwartz
9	Nov 17	Nonverbal Communication: The notion of “Otherization”		Hall
10	Nov 24	Negotiation and conflict in cross-cultural management	Cross Cultural Learning Project final	Mayer, Margery, Bello, Yan
11	Dec 1	Exploring current issues in global ethics and cross-cultural communications (Presentations)		Readings on CULearn
12	Dec 8	Global Culture, Leadership and Corporate Culture (Presentations)	Hand in presentations and Group Evaluation	Readings on CULearn