

MG 3900 Career Challenges: Gender & Culture Issues (DecX, 2019 pre-session & Jan X-X, 2020 presession and trip)

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Office Hours: TBD
Class Meeting: TBD
Class Location: TBD

Course Description

While many countries are striving for gender equality in the workplace, biased behaviors and structures persist in the United States and abroad that present gender-related career barriers for men and women. Decades of research suggest that women in the business world benefit from gender-specific educational experiences since more often than not, they are working in a male-dominated or male-constructed environment. There are also studies showing that men face gender-related career barriers, as well. For example, men with certain leadership styles or personality traits are more likely to be ostracized. Based on these notions, the Management Department is offering a global study course addressing the gender-based challenges faced by women and men in business. The global tour experience to Scandinavia (Sweden and Denmark) is designed to provide the understanding and skills needed for taking leadership of a career in business in a global environment using a gender lens. Scandinavia is particularly suited as a destination for this course because of its progressive culture and public policies regarding gender equality.

Course Goals and Topics

The purpose of this course is to prepare women and men to succeed as leaders in the global business environment.

Leadership in the Business World

Students explore the nature of leadership in business by examining the challenges of leadership at various corporate levels and in different industries, identifying gender differences.

Cultural and National Contexts

Students examine the expectations and challenges of leadership from different cultural and national perspectives, identifying gender differences.

Course Objectives

Knowledge Objectives

- Identify and describe what makes one effective in different arenas and cultures
- Describe approaches for influencing individuals related to cultural expectations
- Recognize gender-related challenges in different environments

Skills Objectives

- Determine the leadership needs of a given situation
- Present ideas in a convincing manner to various audiences
- Identify personal developmental needs

Attitude Objective

Appreciate the effort necessary to work across cultures and gender in creating career opportunities and eliminating barriers

Course Materials

Anticipated reading assignments include articles from leading leadership and management journals, magazines and books. No text is used.

Assignments and Grading

30% Trip Preparation Paper (before trip, date TBD)

25% Global Tour Team Reports (daily observations shared each day of trip)

30% Final Paper (after trip, date TBD)

15% Preparation and Participation (Ongoing demonstration of responsible leadership in acquiring and sharing knowledge, includes pre-trip classes)

Course Format

An individual pre-trip meeting and a pre-trip assignment will prepare students for investigating differences and similarities of gender-related career barriers between the United States and Scandinavia. Each team will be assigned an aspect of culture to investigate and report on during the trip (See trip agenda). A final paper will assess individual learning from the class experience.

Expectations about class attendance, etiquette, participation

Students are expected to behave professionally. That means coming to all meetings on time and prepared to contribute to class learning. Business etiquette with all encountered is expected and enforced with consequences reflected in the participation grade. Note: due dates for assignments are strictly enforced.

Academic Integrity

This class will be conducted in full accordance with Bentley's policies about academic integrity and the Bentley Honor Code. These can be found at:

<http://www.bentley.edu/shandbook/integrity/>

http://www.bentley.edu/shandbook/Integrity/The_Bentley_Honor_Code.cfm

The Bentley Beliefs

This class will be conducted in full accordance with The Bentley Beliefs. Please reread the Beliefs, which can be found at <http://www.bentley.edu/shandbook/index.cfm>.

Learning Disabilities

Please discuss any hidden or visible disability which may require classroom or exam accommodations with the instructor as soon as possible. If you have not already done so, please register with the Coordinator of Disability Services, who is responsible for coordinating accommodations and services for students with disabilities. Every effort will be made to accommodate students with documented

learning disabilities, if informed about the needs ahead of time. For further information on documenting a learning disability, please go to http://www.bentley.edu/counseling/disability_services.cfm.

Specific Course Policies

Students must attend all scheduled activities before and during the trip.

Class Session Agendas and Assignments

Two Pre-trip Class Meetings: COURSE INTRODUCTION & EXPECTATIONS

1. **READ:** ““Breaking Down Barriers” by Susan Adams; “A Study in Leadership: Comparing Men’s & Women’s Leadership Competencies” by Zenger/Folkman, 2012; “Women’s Career Barriers” by Susan Adams; “Men Promoting Gender Equality in the Workplace” by Susan Adams
2. **READ:** “Cultural Intelligence” by P. Christopher Earley & Elaine Mosakowski, *Harvard Business Review*, 2004 (Group 1); “Leader Effectiveness and Culture: The GLOBE Study” by Center for Creative Leadership, 2012 (Group 2); **VIEW:** Rick Steves [Sweden](http://www.ricksteves.com/europe/sweden) and [Denmark](http://www.ricksteves.com/europe/denmark) videos (Everyone) (<http://www.ricksteves.com/europe/sweden> ; <http://www.ricksteves.com/europe/denmark>

Pre-trip Paper: TODAY’S CORPORATE GLOBAL ENVIRONMENT

Paper Assignment: Using the readings assigned for the pre-trip meeting and what was learned from the class meeting, each student is to prepare a set of research questions of issues to investigate based on expectations

May Trip: GLOBAL TOUR-GENDER AND WORK IN SWEDEN & DENMARK

Students visit Sweden and Denmark to conduct their team research projects focused on different aspects of gender-related career barriers outside the United States. Issues to be studied include work-related public policies, country culture effects on the workplace, the impact of family structures and gender-roles on careers, and local economic/business environment effects on careers. See trip itinerary for details.

Week 10: FINAL EXAM PAPER

The final exam paper focuses on demonstrating students’ understanding about what can be done to take charge of one’s own careers, incorporating the impact of global cultures and working in a global environment in their plans. Each student is asked to develop a personal action plan for early career success, using course material and lessons from the trip to Sweden and Denmark.

MG 3900 Bibliography (Includes optional readings for extended learning)

Cross-Cultural Readings

- “Cultural Intelligence” by P. Christopher Earley & Elaine Mosakowski, *Harvard Business Review*, 2004
- “In the Eye of the Beholder: Cross-Cultural Lessons in Leadership from Project GLOBE” by Javidan, Dorfman, Sully de Luque & House, *Academy of Management Perspectives*, 2006
- “Leader Effectiveness and Culture: The GLOBE Study” by Center for Creative Leadership, 2012
- *Leading with Cultural Intelligence* by David Livermore, 2009

Historical Context of Leadership across Cultures

- *The Feminine Mystique* by Betty Friedan
- *The Athena Doctrine: How Women (and the Men Who Think Like Them) Will Rule the Future* by John Gerzema, 2013
- “Women’s Career Barriers” by Susan Adams, 2013
- “Managers and Leaders: Are They Different?” by Zaleznik, *Harvard Business Review*, 1977

Leadership Development

- “Men Promoting Gender Equality in the Workplace” by Susan Adams, 2015
- “Breaking Down Barriers” by Susan Adams, 2014
- “A Study in Leadership” by Zenger/Folkman, 2012
- “Discovering Your Authentic Leadership” by George, Sims, McLean & Mayer, *Harvard Business Review*, February 2007
- “The Authenticity Paradox” by Herminia Ibarra, *Harvard Business Review*, Jan/Feb, 2015
- “In Praise of Followers” by Kelley, *Harvard Business Review*, Nov/Dec 1988
- “The Upside of Being an Introvert (and Why Extroverts Are Overrated)” by Walsh, *Time*, Feb 6, 2012
- “In the Company of Givers and Takers” by Grant, *Harvard Business Review*, April 2013
- “Can You Handle Failure?” by Dattner & Hogan, *Harvard Business Review*, April 2011