

**Course Syllabus
MAN4102**

Management of Cultural Dynamics Summer Term 2026-2027 (0680)

Instructor Contact Information



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Course Information

Prerequisite(s): Admission to TMGT-BAS or MGTORG-BAS or BUS-BS or HSA-BAS or PPA-BS or EDST-BS. Must attend pre-travel orientation and complete pre-travel activities.

Credit Hours: 3

Modality: Online

Course Description: This course presents the basic concepts, principles, and techniques associated with leading cultural dynamics in the global marketplace. Emphasis will be on the students developing an understanding of the interplay between leadership, cultural dynamics, and the global business models. Students will also gain an understanding of how these concepts relate to and are applied in regional markets like Asia, Latin America, Europe, Africa, and the Middle East.

Meeting Information and Attendance Policy:

Course modality is online. Attendance is required at all planned events in the program itinerary. The plan for this class (class meetings and activities, etc.) meets or exceeds the requirement of 47 contact hours for the course.

Course Objectives

1. The student will demonstrate an understanding of leadership principles in the context of global markets by:
 - a. studying the concepts of leadership, and basic business models commonly used in global markets.
 - b. discussing how leadership skills must be adapted in culturally dynamic business models.
 - c. examining and evaluating the benefits of using the appropriate skills at the right time, and the disadvantages of not using the appropriate skills at the right time.

2. The student will demonstrate an understanding of cultures in the context of global markets by:
 - a. examining different cultural beliefs, interactions, and communications in a structured format.
 - b. recognizing cultural dynamics through cultural metaphors.
 - c. comparing and contrasting leadership methods and techniques that can enhance performance of cultural dynamic teams.
 - d. explaining micro-cultural issues, and how they must be considered by leadership.

3. The student will evaluate and apply the principles of leadership in culturally dynamic global markets by:
 - a. using examples to enable students to practice leadership techniques, and cultural intelligence.
 - b. recognizing the key leadership, cultural, and business model variables.
 - c. appraising the appropriate leadership techniques and communication skills.

4. The student will understand and incorporate critical thinking skills, and synergistic evaluation skills in applying general leadership and cultural knowledge in specific circumstances by:
 - a. using case studies to enable students to synthesize the basic knowledge into new frameworks.
 - b. evaluating the cultural and business circumstances for a team or project.
 - c. developing an approach for leadership by detecting the key considerations for the cultural and business circumstances.
 - d. writing reports and preparing presentations to communicate effectively in culturally dynamic global business teams.

Performance Assessment and Grading

Your final grade in this course will be based on the following components:

- Travel Discussions - 30% of your grade
- Writing Assignments - 40% of your grade
- Final PowerPoint Presentation - 30% of your grade

Required Textbook and Other Resources

Managing Cultural Differences

Required or Optional: Required

ISBN: 9781032267906

Authors: Neil R Abramson and Robert T Moran

Publisher: Taylor

Edition: 11

Grading Scale

Only assignments submitted through canvas will be accepted (unless otherwise instructed). No assignments may be emailed. In cases where an incorrect assignment is uploaded, or an assignment is uploaded to the incorrect assignment box, simply upload the correct assignment to the correct submission box prior to grading. The most recent submission prior to the due date (unless specific permission is given) will be the submission which is graded

A grading curve may be applied at the instructor's discretion. Incomplete grades fall under the Incomplete Grades and Procedures of the college. Per SPC policy, for an incomplete grade to be assigned, the student must have a minimum of 80% of the course completed, as anything less than 80% will result in the appropriate letter grade being recorded. In the event of an "I", the instructor will provide the terms for all required work to be completed; no later than the end of the sixth week of the next semester. After that time, a grade of "F" (or higher if the work that has been submitted is adequate to justify the higher grade) will be assigned.

Total Percentage: 100% to 90% = A, 89% to 80% = B, 79% to 70% = C, 69% to 60%= D
Less than 60% = F

Late Work Policy

All assignments have set due dates to keep you on track and ensure steady progress through the Capstone project. If you anticipate difficulty meeting a deadline, please notify me before the due date whenever possible. Communication is key, I will provide guidance on how best to proceed. Unexcused late submissions may result in a grade penalty, but extensions can be considered if you reach out in a timely and professional manner.

Items to pack: Will be discussed at pre- departure meeting.

Student Conduct/ Alcohol and Drug Policy: Please refer to important information about student conduct and related policies in your study abroad application package.

Emergencies/ Health and Safety: Please refer to important information in pre-departure orientation materials.

Link To Department of State Advisory For Study Abroad Destinations:

[Poland - United States Department of State](#)

[Czechia - United States Department of State](#)

Information is subject to change; please check this source again as departure time nears.

SPC Policy: Attendance/Participation/Withdrawal

Withdrawing from a course with a “W” or “WF” may impact students’ academic standing and financial aid eligibility including placing the student in early repayment. It is the student’s responsibility to understand the consequences of withdrawing.

Attendance

College policy requires students to attend class prior to the published deadline to drop with a refund. The instructor is required to report non-attendance and the student will be dropped after the first week of classes.

If you don't attend during the first week of the term, you will be automatically dropped, and the class removed from your schedule. If you receive financial aid, your award amount may be adjusted if the drop changes your enrollment status (e.g. full-time to part-time).

It is the student's responsibility to know the attendance policy of the class in which they are enrolled.

- Depending on the modality of the course, attendance may be online, LIVE Online, blended, or on-campus.
- For LIVE Online classes, attendance will be taken online during the normal class meeting time/days.
- Students who are feeling ill for any reason should communicate in a timely manner with their instructor regarding attending online instead of oncampus, and/or the responsibility of excused absences. Students are also responsible to discuss completing any missed work with the instructor.

Participation

College policy require the instructor to report any student who is not actively participating at the 60% point of a class. The instructor will report the student by the end of the week immediately following the 60% point of the class and the student will be withdrawn from the course and assigned a "W" grade. It is the student's responsibility to understand the instructor's requirements for 'active participation.

Student Withdrawals

You may drop a course through the [Drop with Refund](#) date listed on your Fee Schedule and be eligible for a refund, although withdrawing may affect your financial aid. If you withdraw prior to completing 60% of a class and receive any form of federal financial aid (grants or loans) you will

be required to repay a portion. If you are thinking of withdrawing, please speak with your instructor, an [Academic Advisor](#) or a [financial aid counselor](#).

Withdraw requests submitted after the last date to withdraw with a "W" (see academic calendar) will result in a "WF". Students and instructors will automatically receive an email notification through their SPC email address whenever a withdrawal occurs. Students should consult with an academic advisor or financial assistance counselor prior to withdrawing from a class.

Students who wish to withdraw completely from SPC are not able to totally withdraw from all classes through MySPC. A student must contact an Academic Advisor to totally withdraw.

Technology Requirements & Policy

Please review the [Canvas Minimum Technology Requirements](#).

You must have regular and reliable access to a computer and the internet.

Minimum Technical Skills: Students should know how to navigate the course and use the course tools (email, discussion, gradebook, etc.). Canvas tutorials are available to students new to this LMS and are located in [SPC Canvas Student Training](#). Most features in the LMS are accessible on mobile devices, although it is recommended that you use a computer for quizzes, tests, and essay assignments.

The "Canvas Student" app allows students to access their courses and groups using a mobile device. Students can submit assignments, participate in discussions, view grades, and access course materials. The app also provides access to course calendars, To Do items, notifications, and Inbox messages. It's available for both [Android](#) and [iOS](#) devices.

Before downloading the Canvas Student app, [you may want to review the Canvas mobile device requirements](#). Not all Canvas features are supported on the Canvas Student app at this time. For more details, refer to the [Canvas Student Mobile Features](#) resource document.

If you need technical assistance, please [Contact the Technical Support Center](#).

- Email: onlinehelp@spcollege.edu
- Phone: 727-341-4357
- Chat: [Live Chat with Support](#)

- Technical Support Center Hours: 7 am to Midnight - 7 days a week. NOTE: Unavailable on Tuesdays from 1pm - 2pm. Hours Adjusted for Holidays and days the College is closed.

Accessibility of Technology

- [Canvas Accessibility](#)
- [Microsoft Accessibility](#)
- [Google \(YouTube\) Accessibility](#)
- [Panopto Accessibility](#)
- [Copyleaks Accessibility](#)
- [Cengage Accessibility](#)
- [McGraw-Hill Accessibility](#)
- [Pearson Accessibility](#)

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- [Cengage Privacy](#)
- [McGraw-Hill Privacy](#)
- [Pearson Privacy](#)

SPC Policy: Academic Honesty

St. Petersburg College expects students to be honest in all of their academic work. By enrolling at the College, students agree to adhere to the College's standards of academic honesty and integrity. Failure to comply may result in academic and disciplinary action, up to and including expulsion from the College. As members of the College community, students also have an ethical obligation to report violations of the SPC academic honesty policies they may witness.

To better understand what academic integrity means and the potential consequences of violating it, please watch the following videos:

- [What is Academic Integrity? \(1:29\)](#)
 - [Transcript for "What is Academic Integrity?"](#)
- [What Happens When You Violate Academic Integrity? \(2:08\)](#)
 - [Transcript for "What Happens When You Violate Academic Integrity?"](#)

The academic honesty policy and procedures are available online:

- [Academic Honesty Policies, Honor Code](#)
- [Academic Integrity Policies and Procedures](#)

These documents include details on what is meant by:

- Cheating
- Plagiarism
- Bribery
- Misrepresentation
- Conspiracy
- Fabrication
- Collusion
- Duplicate submissions
- Academic misconduct
- Improper Use of Any Electronic Device

Cheating - The improper taking or tendering of any information or material submitted for a course. Examples of cheating, improper use of electronic devices, and improper online course use include, but are not limited to:

- Using unauthorized materials during a test, such as the course textbook, notebook, formula lists, notes or crib sheets, including information accessed through a calculator or other electronic devices.
- Unauthorized access, modification, use, creation or destruction of calculator-stored or computer-stored data and programs.
- Selling or giving away all or part of the information on an electronic device, which will be used as course work.
- Sharing an electronic device while leaving answers on display or in memory.
- Submitting a duplicate homework or test with only the student's name changed.
- Unauthorized use of an electronic device to search for solutions during an exam.
- Having or providing unauthorized outside help when completing online quizzes or assignments.
- Obtaining access to confidential test materials or questions before quizzes or assignments.

Some of your courses may include online material that is protected by copyright. This means that the work is available for you to use in your studies, but you can't copy and share the materials ([copyright.gov](#)). Please see [SPC's copyright information](#). It's your responsibility to be academically honest in all of your work.

Generative AI Permitted Under Some Circumstances

The best-known example of Generative AI (Artificial Intelligence) is ChatGPT, a chatbot that allows you to type a question as if you were talking to a real person, and it quickly offers a seemingly meaningful, original answer. Tools like this are powerful and can be useful in many contexts, but you must be aware of their limitations, as they can produce inaccurate, fabricated, and even offensive content. In addition, the work produced is not technically your own. In order to avoid violating [SPC's academic integrity policy](#), students must be sure to follow the course's policies regarding the use of artificial intelligence in academic work.

The AI policies for this class are outlined below.

You may only use Generative AI (Artificial Intelligence), including ChatGPT and similar AI tools, when assignment directions specifically state that it is allowed, and these tools must be used with caution. AI is not a replacement for your own thinking and research. AI-generated text or other content must be clearly marked and cited properly. In addition, you are responsible for confirming the veracity of any information or sources produced by artificial intelligence. If you have any questions about this, please reach out to me.

Learner Support and Other Student Resources

Use the following links to view web sites on SPC's:

- [Free Tutoring](#)
- [Accessibility Services](#)
- [Academic Support](#)
- [On-Campus and Online Support](#)
- [Student Services](#)

Additional Resources:

- [Academic Calendar](#)
- [Learning Resources](#)
- [Career Services](#)
- [International Student Services](#)
- [Veterans Services](#)

Course Specific Code of Conduct

Code of Conduct

The behavior of all students in class should reflect a professional, respectful, and compassionate environment. Inappropriate or inconsiderate behavior will result in consequences. Students must be thoughtful of their comments, actions, and decisions, considering how these impact classmates and instructors.

Online Student Participation and Conduct Guidelines

The practices of courtesy and respect that apply in the on-campus classroom also apply online. Any discriminatory, derogatory, or inappropriate comments are unacceptable and subject to the same disciplinary action applied in courses offered on campus.

Netiquette

Whether you are in an online class or a physical classroom, certain behaviors are expected when you communicate with your peers and your instructors. You need to contribute to a positive learning/teaching environment, respecting the rights of others and their opportunity to learn. No one has the right to interfere with the teaching/learning process. Below are the traits of a successful student. These guidelines pertain whether your course is online or in the classroom. When communicating, you should always:

- Treat everyone with respect in every communication
- Use your professor's proper title: Dr. or Prof., or if you are in doubt use Mr. or Ms.
- Use clear and concise language
- Remember that college level communication should use correct grammar, whether written or spoken. Avoid slang.
- Use correct spelling and avoid texting abbreviations

- Avoid using the caps lock feature as it can be interpreted as yelling online
- Be cautious when using humor or sarcasm as tone is sometimes lost in an email or discussion post and, even when spoken, your message might be misunderstood
- Be cautious with personal information (both yours and others')

When you send an email to your instructor, department chair, dean, or classmates, you should:

- Use a subject line that describes what you are writing about
- Avoid attachments unless you are sure your recipients can open them
- Be clear, concise, and courteous
- Sign your message with your name
- Use your SPC email account to ensure delivery. Sometime emails from non-SPC accounts are stopped by the spam filter and the recipient may not receive it.

When posting to a discussion board, you should:

- Write posts that are on-topic and within the scope of the course material
- Take your posts seriously; review and edit your posts before sending
- Be as brief as possible while still making a thorough comment
- Always give proper credit when referencing or quoting another source
- Read all messages in a thread before replying
- Avoid repeating someone else's post without adding something of your own to it
- Avoid short, generic replies such as, "I agree." You should include why you agree or add to the previous point
- Always be respectful of others' opinions, even when they differ from your own
- Express any differing opinions in a respectful, non-critical way
- Not make personal or insulting remarks
- Be open-minded

Recordings in the classroom

Students may record lecturers in class for personal use (such as studying or documenting complaints to the institution) without explicit permission. However, students may not record non-lecture portions of class (such as skills labs, student group work, individual student instruction, Q/A sessions, recording studio critiques, group/individual production and computer lab time, practicums/ internships, or clinical/simulation rotations) or other students without explicit permission, and may not disrupt class in making such recordings (such as trying to use a device with a calculator or calculator app in a class that does not allow calculators, or blocking the view or aisles

for others in the class). Having an approved ADA accommodation is considered explicit permission to record from the college.

Students making such recordings may not share recordings without explicit permission and are personally liable for unauthorized dissemination. If in doubt, please discuss with your professor before class.

The instructor has the authority to ask a disruptive student to leave a classroom or lab. The instructor may also delete posts or materials from an online or blended class and/or take disciplinary action if disruptive behavior continues. This ensures that all students in the class have an opportunity to learn.

For additional information, review [Board of Trustees official Student Code of Conduct document](#).

Student Survey of Instruction

The Student Survey of Instruction is administered in courses each semester. It is designed to improve the quality of instruction at St. Petersburg College. All student responses are confidential and anonymous and will be used solely for the purpose of performance improvement.

Title IX

At St. Petersburg College, our faculty are dedicated to fostering a secure and open environment conducive to learning for all students. Title IX prohibits gender discrimination, including sexual harassment, domestic and dating violence, sexual assault, and stalking. If you, or someone you are aware of, has experienced sexual harassment or sexual violence, or any form of sexual misconduct, which includes incidents like sexual assault, relationship violence, or stalking, please know that there are avenues for help and support.

We strongly encourage every member of our college community to be proactive, seek assistance, and report occurrences of sexual misconduct to the Title IX Office. It's

important to be aware that under Title IX regulations, faculty members are obligated to report such incidents to the Title IX Office. However, if you prefer to have a conversation with someone who is not required to report, you can consult the [SPC's Counseling Services](#).

St. Petersburg College urges everyone in our community to step forward, seek support, and report any incidents of sexual harassment or gender-based discrimination to the St. Petersburg College Title IX Office. They can be reached via email at SPCTitleIX@spcollege.edu or by phone at 727-341-3261. Remember, these resources are here for your support and well-being.

Equal Access

St. Petersburg College affirms its equal opportunity policy in accordance with the provisions of the Florida Educational Equity Act and all other relevant state and federal laws, rules and regulations. The College will not discriminate on the basis of race, color, ethnicity, religion, sex, age, national origin, marital status, pregnancy, sexual orientation, gender identity, genetic information, or against any qualified individual with disabilities in its employment practices or in the admission and treatment of students. Recognizing that sexual harassment constitutes discrimination on the basis of sex and violates this Rule, the College will not tolerate such conduct. Should you experience such behavior, please contact the Equal Access/Equal Opportunity Office at 727-341-3261; by mail at P.O. Box 13489, St. Petersburg, FL 33733-3489; or by email at eaao_director@spcollege.edu.

Accessibility Statement

St. Petersburg College recognizes the importance of equal access for all students. Accessibility Services (AS) is the campus office that supports students with disabilities to approve and coordinate reasonable accommodations. Students who have, or think they may have, a disability (e.g., learning disability, ADD/ADHD, psychiatric, medical/orthopedic, vision, and/or hearing) are invited to contact their AS campus coordinator ([Accessibility Services Contacts](#)) for a confidential discussion. If an accommodation is deemed to potentially alter the nature of the course, it will require a decision by a committee. Therefore, ample time must be provided to evaluate and

process such requests. Students who are currently registered with AS are encouraged to request accommodations early in the semester by logging into their AIMS account. Additional information is available at the college-wide Accessibility Services website www.spcollege.edu/accessibility.

Safety and Security

We want to make sure that you are comfortable on campus and feel secure in your learning environment. The SPC campuses are very safe but you should be aware of your surroundings, just as you are anytime you are in a public space. In each classroom there is an Emergency Response Guide to help you during an emergency. It is also a good idea to be familiar with evacuation routes in buildings that you use frequently. If you have an emergency, dial 911 immediately. For information on campus safety and security policies, please call 727-791-2560.

More information is also available on the [Campus Safety website](#).

The college website (spcollege.edu) is the best source of information in the event of an emergency. It's possible for something like a hurricane to disrupt classes on campus; if this happens there are plans on how to help you continue your education. You should be comfortable using Canvas, as it will be key in communicating with faculty about course materials and assignments. Make sure you are familiar with sending and receiving emails, participating in discussion posts, navigating through course materials, and submitting assignments in the LMS. It is important to be able to use the LMS for learning activities if your campus is closed.

Federal and state law requires a person designated as a "sexual predator or offender" to register with the Florida Department of Law Enforcement (FDLE). The FDLE is then required to notify the college if the person attends, or is employed, by a college or university. You can find out more information by calling the FDLE hotline (1-888-FL-PREDATOR) or by visiting offender.fdle.state.fl.us/offender. A list of sexual offenders or predators registered for classes at SPC is also available.

Titans Care (Student Assistance Program)

As an SPC student it's vital that you know Titans Care. You can access resources through [SPC's Student Assistance Program \(SAP\)](#), a collaborative resource for students with mental health or general life issues. SAP provides help and education in suicide prevention, mental health, substance abuse awareness and more. It is SPC's belief that supporting mental wellness is everyone's charge and that one loss as a result of substance abuse, mental illness, or suicide is one too many. If you or a loved one are considering suicide, please call the National Suicide Prevention Lifeline at 1-800-273-8255.

Student Concerns

St. Petersburg College wants to make sure that you are able to receive prompt and fair resolutions to any concerns that you might have. If you feel that you have had a bad experience with a college employee, or you have a concern about college facilities, please bring it to our attention. Begin by speaking directly to the person responsible for the department; direct conflict resolution is an important skill to develop and usually brings about the best results. If you aren't satisfied with the outcome, or are not comfortable approaching the person directly, you may submit the information using an online form: [SPC Appeals & Complaints](#)

If you're not able to submit the form online yourself, feel free to ask a college employee to submit the form on your behalf.

Terms of Instruction

Please note this syllabus is an instructional guide and that the instructor/ professor reserves the right to make any changes to it, as needed. This includes changes to the course schedule and assignments, etc., throughout the term. If changes occur, you will be notified as soon as possible via email and/or an announcement in the Learning Management System (LMS). Changes may be necessary for various reasons, including instructor illness, students' progress, weather events, institutional needs, etc. Please approach any changes with flexibility and understanding.