

Prof. John N. Paden  
PUBP 503.006  
Wed. 7:20-10 PM

Spring 2007  
Rm. 257, Arlington

**Culture, Organization, and Technology  
(in global perspective)**

**Revised syllabus and suggested readings**

(\*\*\*strongly recommended; \*\*recommended; \*background)

**Readings:** Class members should select several books of particular interest for in-depth reading. Strongly recommended readings are indicated with \*\*\*. Recommended books are indicated with \*\*. Other references (\*) are for background, as needed.

We will be focusing on one or more major reading per week from the recommended items. A limited number of the strongly recommended books will be available at the GMU Arlington campus bookstore. They are also on two-hour reserve at the GMU Arlington library. Other recommended books are available at the GMU Arlington library or area libraries. Please try to read selectively for main points, key examples, and questions.

**Further details on purposes of the course** will be distributed at the first few class meetings. For follow-up or questions, Prof. Paden: tel: 703 993-2181; fax: 703 993-2175; email: [jpaden@gmu.edu](mailto:jpaden@gmu.edu). His Fairfax campus office is East Building, second floor, rm. 207; MSN 1D6; office hours, Tues. 3-5 PM. Also, he will be available for an hour each week before class in Arlington in an office in the administrative suite (to be designated.)

**Part 1. Introduction: culture, organization, and technology in global perspective**

**Week 1 (Jan. 24): civilizations, cultures, and organizational change**

- \*\*\* Thomas Friedman, *The World is Flat A Brief History of the Twenty-first Century* (2006 edition). For background, see Friedman, *The Lexus and the Olive Tree: Understanding Globalization*; also, Friedman, *Longitudes and Latitudes*.
- \*\*\* Samuel Huntington, *The Clash of Civilizations and the Remaking of World Order*.
- \*\*\* Alvin and Heidi Toffler, *Creating a New Civilization: The Politics of the Third Wave*.
- \*\* Francis Fukuyama, *The Great Disruption: Human Nature and the Reconstitution of Social Order*.
- \*\* Lawrence Harrison & Samuel Huntington, eds., *Culture Matters: How Values Shape Human Progress*.
- \* For recent discussions of "globalization" see George Soros, *On Globalization*; Joseph Stiglitz, *Globalization and Its Discontents*; Martin Wolf, *Why Globalization Works*.
- \* For discussions of "complexity" see Robert Rycroft and Don E. Kash, *The Complexity Challenge: Technological innovation for the 21<sup>st</sup> Century*. (On GMU e-reserve listing.)
- \* For discussion of changing military cultures, organization, and technology, see Wesley Clark, *Winning Modern Wars*. Also, Thomas P.M. Barnett, *The Pentagon's New Map: War and Peace in the Twenty-First Century*.

- \* For discussion of the changing international trade environment and culture, see Mike Moore, *A World Without Walls: Freedom, Development, Free Trade and Global Governance*.

### **Week 2 (Jan. 31): national economic cultures**

- \*\*\* Charles Hampden-Turner & Fons Trompenaars, *The Seven Cultures of Capitalism: Value Systems for Creating Wealth in the United States, Japan, Germany, France, Britain, Sweden, and the Netherlands*. (See GMU e-reserve listing.) Also, Hampden-Turner & Trompenaars, *Building Cross-Cultural Competence: How to Create Wealth from Conflicting Values*. Also, Fons Trompenaars, *Riding the Waves of Culture: Understanding Diversity in Global Business*. (On-Line, through GMU Library Catalog.)
- \*\*\* Francis Fukuyama, *Trust: The Social Virtues and the Creation of Prosperity*. (Case studies of US, Germany, Japan, Korea, France, Italy, China.)
- \*\*\* Geert Hofstede, *Cultures and Organizations: Software of the Mind*.
- \*\* Richard Lewis, *When Cultures Collide: Managing Successfully Across Cultures*.
- \* Terri Morrison, Wayne Conaway, George Borden, *Kiss, Bow, or Shake Hands: How to do Business in Sixty Countries*.
- \* Terence Brake, Danielle Medina Walker, Thomas Walker, *Doing Business Internationally: The Guide to Cross-Cultural Success*.
- \* Steve Dryden, *Trade Warriors: USTR and the American Crusade for Free Trade*.

### **Week 3 (Feb. 7): corporate organizations and cultures**

- \*\*\* John Kotter & James Heskett, *Corporate Culture and Performance*.
- \*\*\* Robert Rosen, *Global Literacies: Lessons on Business Leadership and National Cultures*.
- \*\*\* Jim Mann, *Beijing Jeep: A Case Study of Western Business in China*.
- \*\* John Zimmerman, *The Culture of Success: Building a Sustained Competitive Advantage by Living Your Corporate Beliefs*.
- \* Richard Kuisel, *Seducing the French: The Dilemma of Americanization*, (esp chp.9 on Euro-Disney).
- \* Tom Peters, *Liberation Management: Necessary Disorganization for the Nanosecond Nineties*.
- \* Jack Welch, *Jack: Straight from the Gut*.
- \* Louis Gerstner, Jr., *Who Says Elephants Can't Dance? Inside IBM's Historic Turnaround*.

## **Part 2. Cultural themes in global perspective**

### **Week 4 (Feb. 14): cultural perspectives on time**

- \*\*\* Robert Levine, *A Geography of Time: The Temporal Misadventures of a Social Psychologist, or How Every Culture Keeps Time Just a Little Bit Differently*.
- \*\*\* John Paden, *Muslim Civic Cultures and Conflict Resolution: The Challenge of Democratic Federalism in Nigeria*, chp. 4, "Emirate Civic Cultures".
- \*\* Peter Schwartz, *The Art of the Long View: Planning for the Future in an Uncertain World*.

\*\*James Gleick, *Faster: The Acceleration of Just About Everything*.

\* note: current Muslim calendar will be distributed, plus info on lunar calendars. For background, see John Esposito, ed, "Islamic Calendar," *The Oxford Encyclopedia of the Modern Islamic World*.

**Week 5 (Tuesday, Feb. 20): Muslim World Perspectives on Globalization, Religious Knowledge and Authority; Guest lecturer, Prof. Peter Mandaville. We will meet in room 329, along with other sections of PUBP 503. (Note date and room change.)**

\*\*\*Peter Mandaville, "Globalization and the Politics of Religious Knowledge: Pluralizing Authority in the Muslim World." (This article will be distributed electronically.)

\*\*\* Peter Mandaville, *Transnational Muslim Politics: Reimagining the Umma*.

\*\*\* John Paden, *Muslim Civic Cultures and Conflict Resolution: The Challenge of Democratic Federalism in Nigeria*.

\*\*\*Madeleine Albright, *The Mighty & the Almighty: Reflections on America, God, and World Affairs*.

\*\*\* Mohammed El-Nawawy and Adel Iskanadar, *Al-Jazeera: How the Free Arab News Network Scooped the World and Changed the Middle East*.

\*\* Peter Bergen, *Holy War: Inside the Secret World of Osama Bin Laden*.

\*\* John Esposito, editor in chief, *The Oxford Encyclopedia of the Modern Islamic World*. (Topics as appropriate.)

\*\*John Esposito & Azzam Tamimi, eds, *Islam and Secularism in the Middle East*,  
\*\* Ahmed Rashid, *Jihad: The Rise of Militant Islam in Central Asia*.

\* National Commission on Terrorist Attacks Upon the United States, *The 9/11 Commission Report*.

**Week 6 (Feb. 28): cultural perspectives on kinship , family, networks & gender in the work place**

\*\*\* George Haley, Chin Tan, Usha Haley, *New Asian Emperors: The Overseas Chinese, Their Strategies and Competitive Advantages*.

\*\* Joel Kotkin, *Tribes: How Race, Religion and Identity Determine Success in the New Global Economy*. (Esp. chps. on China, Japan.)

\*\* Mayfair Mei-hui Yang, *Gifts, Favors & Banquets: The Art of Social Relationships in China*. (p. 49-145 available on GMU e-reserve listing.)

\* Sterling Seagrave, *Lords of the Rim: The Invisible Empire of the Overseas Chinese*.

\* Murray Weidenbaum & Samuel Hughes, *The Bamboo Network: How Expatriate Chinese Entrepreneurs are Creating a New Economic Superpower in Asia* .

\*\* John Fernandez, *The Diversity Advantage*. (comparisons of gender issues in the work place in Japan, Europe and U.S.)

\* Arvind Sharma, ed, *Women in World Religions*.

\* Christalyn Brannen & Tracy Wilen, *Doing Business with Japanese Men: A Woman's Handbook*.

\* Tracey Wilen & Patricia Wilen, *Asia for Women on Business*. (Hong Kong, Taiwan, Singapore, South Korea.)

### **Week 7 (Mar. 7): cultural perspectives on conflict resolution**

- \*\*\* Sandra Cheldelin, Daniel Druckman, and Larissa Fast, eds., *Conflict: From Analysis to Intervention*. (Especially chp. by Dr. Kevin Avruch on "Culture".) (Note: editors and contributors are mainly from the GMU ICAR program.)
- \*\*\* John Paden, "Asia Pacific Economic Cooperation (APEC): Cultural Aspects of International Conflict Resolution", *Virginia Lawyer*, Richmond, Virginia Bar Association (International Practice Section), Spring 1997. (To be distributed electronically.)
- \*\* Marc Gopin, *Healing the Heart of Conflict*. (Note: The author is James Laue Professor of World Religions, Diplomacy and Conflict Resolution at George Mason University's Institute for Conflict Analysis and Resolution/ICAR.)

(first essay due) Note: spring recess March 11-18.

### **Part 3. World regions: changing cultures and organizations**

#### **Week 8 (Mar. 21): USA: culture and organizational-technological change**

(Note: We will meet in **room 329**, along with other sections of PUBP 503, for a presentation by **Prof. Don Kash** on this topic, followed by general discussion.)

- \*\*\*Robert Rycroft and Don E. Kash, *The Complexity Challenge: Technological Innovation for the 21<sup>st</sup> Century*. (Note: selections on GMU e-reserve.)
- \*\* Janice McLaughlin, et al, *Valuing Technology: Organisations, Culture and Change*.
- \*\* Edgar H. Schein, *Organizational Culture and Leadership*.

#### **Week 9 (Mar. 28): Europe: changing cultures and organizations**

- \*\*\*Robert Kagan, *Of Paradise and Power: America and Europe in the New World Order..*
- \*\* Samuel Huntington, *The Clash of Civilizations and the Remaking of World Order*. (Sections on Europe.)
- \*\* Francis Fukuyama, *Trust*. (Sections on Europe.)
- \*\* Darrell Delamaide, *The New Superregions of Europe*.
- \*\* Vernon Bogdanor, *Devolution in the United Kingdom*.
- \*\* Michael Baun, *A Wider Europe: The Process and Politics of European Union Enlargement*.
- \* Desmond Dinan, *Ever Close Union? An Introduction to the European Community*.

#### **Week 10 (Apr. 4) Russia: changing cultures and organizations**

- \*\*\* Daniel Yergin & Thane Gustafson, *Russia 2010 and What It Means for the World*.
- \*\*\*Lilia Shevtsova, *Putin's Russia*.
- \*\* Archie Brown, ed., *Contemporary Russian Politics: A Reader*.
- \*\*John Mitchell, et al, *The New Economy of Oil: Impacts on Business, Geopolitics and Society*.
- \* Boris Yeltsin, *Midnight Diaries*.
- \* Vladimir Putin, *First Person*.

### **Week 11 (Apr. 11): Chinese negotiating cultures**

- \*\*\* Tony Fang, *Chinese Business Negotiating Style*.
- \*\*\* John Paden, "The World Trade Organization and Rule of Law in China: A First-year Assessment," *Virginia Lawyer*, April 2003, Vol. 51, # 9.
- \*\*\* Robert Buderer and Gregory T. Huang, *Guanxi (The Art of Relationships)*.
- \*\* Lucian Pye, *Chinese Negotiating Style: Commercial Approaches and Cultural Principles*.
- \*\* Carolyn Blackman, *Negotiating China: Case Studies and Strategies (The hows and whys of successfully negotiating Business with the Chinese)*, NSW Australia, Allen & Unwin, 1997.
- \*\* Richard Solomon, *Chinese Negotiating Behavior: Pursuing Interests through 'Old Friends'*, (with an interpretive essay by Chas W. Freeman, Jr.).
- \*\* Daniel Rosen, *Behind the Open Door: Foreign Enterprises in the Chinese Marketplace*.
- \*\* Frederick Abbott, ed., *China in the World Trading System*.
- \* James Dorn, ed., *China in the New millennium: Market Reforms and Social Development*.
- \* Conghua Li, *China: The Consumer Revolution*.
- \* (Video) *Working with China: A six-part video series*, (Library # HF 3128.W67), (1, succeeding in China; 2, building the relationship; 3. negotiating: opening moves; 4, negotiating: the middle game; 5, negotiating, closing the deal; 6, living & traveling.)
- \* Gao Yuan, *Lure the Tiger Out of the Mountains: the 36 Strategems of Ancient China*.
- \* Daniel Burstein & Arne de Keijzer, *Big Dragon: China's Future: What it means for business, the economy and the global order*.
- David Lampton, ed., *The Making of Chinese Foreign and Security Policy*.

### **Week 12 (Apr. 18): Japan: changing cultures and organizations**

- \*\* Mahathir Mohamad & Shintaro Ishihara, *The Voice of Asia: Two Leaders Discuss the Coming Century*.
- \*\* Yoichi Funabashi, *Asia Pacific Fusion: Japan's Role in APEC*.
- \*\* Ronald Hrebener, *Japan's New Party System*.
- \*\* Atsuko Abe, *Japan and the European Union: Domestic Politics and Transnational Relations*.
- \* T.R. Reid, *Confucius Lives Next Door: What Living in the East Teaches us about Living in the West*. (Note: Reid was the long time correspondent for the *Washington Post* in Tokyo.)
- \* Kenichi Ohmae, *The End of the Nation State: The Rise of Regional Economics*.
- \* Kenichi Ohmae, *The Borderless World*.
- \* Ichiro Ozawa, *Blueprint for a New Japan*.
- \* (Video), *Working with Japan: A six part video series* (Library # 5389.W67), (1, preparation; 2. first meeting; 3. negotiating; 4. business entertaining; 5. women in business; 6. managing the relationship.)
- \* Howard Rheingold, *The Virtual Community: Homesteading on the Electronic Frontier*, esp. chp.7, "Japan and the Net".

**Part 4. Conclusions: cross-cultural communications**

**Week 13 (Apr. 25) approaches to global negotiation**

- \*\*\*Trenholm Griffin & Russell Daggett, *The Global Negotiator: Building Strong Business Relationships Anywhere in the World.*
- \*\*\* Raymond Cohen, *Negotiating Across Cultures: International Communication in an Interdependent World.*
- \*\* David L. James, *The Executive Guide to Asia-Pacific Communications: Doing Business Across the Pacific.*
- \* Robert March, *The Japanese Negotiator: Subtlety and Strategy Beyond Western Logic.*

**Week 14 (May 2): conclusions: overview and cross-cultural careers**

- \*\* Zbigniew Brzezinski, *The Choice: Global Domination or Global Leadership.*
- \*\* Edward Halloran, *Careers in International Business.*
- \*\* Editors of the Foreign Policy Association, *Guide to Careers in World Affairs.*
- \*\* Carlyle Corporation, *International Career Employment Opportunities.*
- \* Ann Marie Sabath, *International Business Etiquette: Asia & the Pacific Rim.*
- \* Robert Reich, *The Work of Nations: Preparing Ourselves for 21st Century Capitalism.*
- \* Madeleine Albright, *Madam Secretary: A Memoir.*
- \* Richard A. Clarke, *Against All Enemies: Inside America's War on Terror.*

(second essay due)

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**Notes on course structure and student evaluation:**

The course will follow a lecture format for the first half of each session (7:20-8:30 PM) and a discussion group/seminar format for the second half session (8:45-10:00 PM). During the discussion group sections students will sign up for presentations, i.e. make an initial 15-20 minute summary of issues and questions, and lead discussions by the group. On two occasions, we will have a guest lecturer and will meet in room 329, along with other sections of PUBP 503 (Feb. 20<sup>th</sup> and March 21<sup>st</sup>.) (Note: Feb. 20<sup>th</sup> is a Tuesday.)

Two essays will be required of each student, at the end of the 7th and 14th weeks respectively. The essays (10-12 double spaced pages each) will be drawn from topics indicated by the instructor, but with latitude for individual focus. The preferred style manual is Diana Hacker, *A Pocket Manual of Style*, latest edition, New York, Bedford/ St. Martin's Press.

The final grade will consist of 40% for seminar participation and presentation, 25% for the first essay, 35% for the second essay. There will be no final exam.

Office hours: an hour before class, or by appointment. (In addition, Prof. Paden holds regular office hours on the Fairfax campus, East Bldg, Room 207; Tuesdays, 3-5 PM).

**Instructor:**

Professor John Paden is Clarence Robinson Professor of International Studies at George Mason University (GMU). He did his B.A. in Philosophy at Occidental College, his M.A. in Philosophy, Politics, and Economics at Oxford University (as a Rhodes Scholar), and his Ph.D. in Government at Harvard.

Dr. Paden has done extensive research on religion and civic cultures in the Muslim areas of Nigeria. He has served as Director of African Studies at Northwestern University, Professor of Public Administration at Ahmadu Bello University, in Zaria (Nigeria), and Dean of the Faculty of Social and Management Sciences at Bayero University, Kano (Nigeria). He has traveled widely in Europe, Africa, Middle East, and Asia. Since 2002, he has served on a senior level task force at the Brookings Institution on "US policy toward the Islamic world."

Dr. Paden is a co-founder of the GMU graduate program in International Commerce and Policy (ICP). He is also co-founder & co-director of the GMU Center for Asia Pacific Economic Cooperation (CAPEC), under the Office of the Provost. He has been involved in U.S.-China scholarly exchanges for the past 25 years, and has served as Director of the SPP/ICP summer graduate program in China, focusing on socio-economic changes and cross-cultural trade strategies. He has also participated in the SPP/ICP summer trade programs in Oxford and Geneva.

**Note: SPP Policy on Plagiarism**

"The profession of scholarship and the intellectual life of a university as well as the field of public policy inquiry depend fundamentally on a foundation of trust. Thus any act of plagiarism strikes at the heart of the meaning of the university and the purpose of the School of Public Policy. It constitutes a serious breach of professional ethics and it is unacceptable.

Plagiarism is the use of another's words or ideas presented as one's own. It includes, among other things, the use of specific words, ideas, or frameworks that are the product of another's work. Honesty and thoroughness in citing sources is essential to professional accountability and personal responsibility. Appropriate citation is necessary so that arguments, evidence, and claims can be critically examined.

Plagiarism is wrong because of the injustice it does to the person whose ideas are stolen. But it is also wrong because it constitutes lying to one's professional colleagues. From a prudential perspective, it is shortsighted and self-defeating, and it can ruin a professional career.

The faculty of the School of Public Policy takes plagiarism seriously and has adopted a zero tolerance policy. Any plagiarized assignment will receive an automatic grade of "F." This may lead to failure for the course, resulting in dismissal from the University. This dismissal will be noted on the student's transcript. For foreign students who are on a university-sponsored visa (eg. F-1, J-1 or J-2), dismissal also results in the revocation of their visa.

To help enforce the SPP policy on plagiarism, all written work submitted in partial fulfillment of course or degree requirements must be available in electronic form so that it can be compared with electronic databases, as well as submitted to commercial services to which the School subscribes. Faculty may at any time submit student's work without prior permission from the student. Individual instructors may require that written work be

submitted in electronic as well as printed form. The SPP policy on plagiarism is supplementary to the George Mason University Honor Code; it is not intended to replace it or substitute for it. (<http://www.gmu.edu/facstaff/handbook/aD.html>)"

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