

# 2011 READING LIST

\* = New Workshop for 2011

## SESSION I

### 1a. Foundations of Intercultural Communication

*Andy Reynolds, Donna Stringer*

### 1b. Foundations of Intercultural Communication

*Margaret Pusch, Jaime Wurzel*

#### Required reading for graduate credit:

Bennett, M. J. (Ed.). (1998). *Basic Concepts in Intercultural Communication: Selected Readings*. Yarmouth, ME: Intercultural Press.

Wurzel, J. S. (Ed.). (2004). *Toward Multiculturalism*. (2nd ed.). Newton, MA: Intercultural Resource Corporation.

#### Recommended reading:

Page, S.E. (2007). *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Society*. Princeton, NJ: Princeton University Press.

Ting-Toomey, S. (1999). *Communicating Across Cultures*. New York, NY: Guilford.

## 2. Teaching Intercultural Issues Online

*Judith Martin, Mary Meares*

#### Required reading for graduate credit:

Allen, I. E., and J. Seaman. (2010, January). *Learning on Demand: Online Education in the United States, 2009*. Needham, MA: The Sloan Consortium. Available at <http://www.sloan-c.org/publications/survey/pdf/learningondemand.pdf>

Belz, J. A., and A. Muller-Hartmann. (2003). Teachers as Intercultural Learners: Negotiating German-American Telecollaboration Along the Institutional Fault Line. *The Modern Language Journal*, 87, 71-89.

Brown, S. (2010). From VLEs to Learning Webs: The Implications of Web 2.0 for Learning and Teaching. *Interactive Learning Environments*, 18, 1-10.

Herie, M. (2005). Theoretical Perspectives in Online Pedagogy. *Journal of Technology in Human Services*, 23(1/2), 29-52.

Kanata, T., and J. N. Martin. (2007). Facilitating Dialogues on Race and Ethnicity with Technology: Challenging the "Otherness" and Promoting a Dialogic Way of Knowing. *Journal of Literacy and Technology*, 8(2).

Macdonald, J. (2004). Developing Competent E-Learners: The Role of Assessment. *Assessment and Evaluation in Higher Education*, 29(2), 215-226.

Mestre, L. (2006, Winter). Accommodating Diverse Learning Styles in an Online Environment, (Guest Editorial). *Reference and User Services Quarterly*, 46(2), 27-32.

Slagter van Tryon, P. J., and M. J. Bishop. (2009). *Theoretical Foundations for Enhancing Social Connectedness in Online Learning Environments*. *Distance Education*, 30(3), 291-315.

Sujo de Montes, L. E., S. M. Oran, and E. M. Willis (2002). Power, Language, and Identity: Voices from an Online Course. *Computers and Composition*, 19, 251-271.

Njenga, J. K. and L. C. H. Fourie. (2010). The Myths about E-Learning in Higher Education *British Journal of Educational Technology*, 41(2), 199-212.

Uzuner, S. (2009, June). Questions of Culture in Distance Learning: A Research Review. *International Review of Research in Open and Distance Learning*, 10(3), 1-19.

Yeh, Y.-C. (2010). Analyzing Online Behaviors, Roles, and Learning Communities via Online Discussions. *Educational Technology & Society*, 13 (1), 140-151

#### Recommended reading:

Connaughton, S. L., and M. Shuffler. (2007). Multinational and Multicultural Distributed Teams: A Review and Future Agenda. *Small Group Research*, 38, 397-412.

Hsieh, P-H. (2010). Globally-Perceived Experiences of Online Instructors: A Preliminary Exploration, *Computers & Education*, 54(1), 27-36

McCool, M. (2006, December). Adapting E-Learning for Japanese Audiences, (Tutorial). *IEEE Transactions on Professional Communication*, 49(4), 335-345.

Research on the Factors of Online Learning (no author listed). (2006). *ASHE Higher Education Report*, 32(1), 37-87.

Rogers, P. C., C. R. Graham, and C. T. Mayes. (2007). Cultural Competence and Instructional Design: Exploration Research into the Delivery of Online Instruction Cross Culturally (International Review). *Education Technology*

*Research and Development*, 55, 197-217.

Wood, A. F., and D. Fassett. (2003). Remote Control: Identity, Power and Technology in the Classroom. *Communication Education*, 32(3/4), 286-296.

Zembylas, M., and C. Vrasidas. (2005). Levinas and the "Inter-Face": The Ethical Challenge of Online Education. *Educational Theory*, 55(1), 61-78.

### **3. Intercultural Competence on Campus**

*Darla Deardorff*

#### **Required reading for graduate credit:**

Beelens, J. (Ed). (2007). *Implementing Internationalization at Home*. Amsterdam: European Association of International Education Administrators.

Olson C.L., R. L. Evans, and R.F. Shoenberg. (2007). *At Home in the World: Bridging the Gap Between Internationalization and Multicultural Education*. Washington, DC: American Council on Education.

Pedersen, P.B., and M. Connerley. (2005). *Leadership in a Diverse and Multicultural Environment*. Thousand Oaks, CA: Sage.

#### **Recommended reading:**

Deardorff, D. (Ed.). (2009). *The Sage Handbook of Intercultural Competence*. Thousand Oaks, CA: Sage.

Olson, C., M. Green, and B.A. Hill. (2006). *A Handbook for Advancing Comprehensive Internationalization: What Institutions Can Do and What Students Should Learn*. Washington, DC: American Council on Education.

### **4. Strategic Planning for Campus Diversity**

*Art Costantino, Terrell Jones*

#### **Required reading for graduate credit:**

Levine, A., and J. S. Cureton. (1998). *When Hope and Fear Collide: A Portrait of Today's College Student*. San Francisco, CA: Jossey-Bass.

Sedlacek, W. E. (2004). *Beyond The Big Test: Noncognitive Assessment in Higher Education*. San Francisco, CA: Jossey-Bass.

Smith, D. G. (1999). Strategic Evaluation: An Imperative for the Future of Campus Diversity. In M. Cross, N. Cloete, E. Beckham, A. Harper, J. Indiresan, and C. Musil (Eds.), *Diversity and Unity: The Role of Higher Education in Building Democracy*. Cape Town, South Africa: Maskew Miller Longman.

#### **Recommended reading:**

Anderson, J.A. (2008). *Driving Change through Diversity and Globalization: Transformative Leadership in the Academy*. Sterling, VA: Stylus.

Bauer, K. W. (Ed.). (1998). *Campus Climate: Understanding the Critical Components of Today's College and Universities*. Vol. 98. San Francisco, CA: Jossey-Bass. Summer 1998.

Bishop, A. (2002). *Becoming an Ally: Breaking the Cycle of Oppression in People* (2<sup>nd</sup> ed.). Halifax, Nova Scotia: Fernwood. *New Directions for Institutional Research*, 98. San Francisco, CA: Jossey-Bass.

Orfield, G., and J. T. Yun. (1999). *Resegregation in American Schools*. Cambridge, MA: The Civil Rights Project, Harvard University.

Pedersen, P. (2000). *A Handbook for Developing Multicultural Awareness* (3rd ed.). Alexandria, VA: American Counseling Association.

Williams, D.A., and K.C. Wade-Golden. (2007). *The Chief Diversity Officer: A Primer for College and University Presidents*. Washington, DC: American Council on Education.

### **\*5. Enhancing Intercultural Competence: A Professional Development Model for the Workplace**

*Kay Coder*

**Required reading for graduate credit: For credit reading, please read the required readings under the first heading, and then choose one source from each of the following headings.**

#### **Required:**

Bennett, M. (Ed.) (1998). *Basic Concepts of Intercultural Communication*. Yarmouth, ME: Intercultural Press.

Ting-Toomey, S. (1999). *Communicating Across Cultures*. New York, NY: Guilford Press.

Bennett, J. (Ed.) (2011). *Developing Intercultural Competence: A Reader*. Portland, OR: The Intercultural Communication Institute.

#### **Intercultural Communication:**

Landis, D., J. Bennett, and M. Bennett. (2004). *Handbook of Intercultural Training*. Thousand Oaks, CA: Sage

Publications.

Gudykunst, W., and Y. Kim. (2003). *Communicating with Strangers: An Approach to Intercultural Communication*. Boston, MA: McGraw-Hill.

### **Personality Types:**

Gohlman, D., et al. (2002). *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston, MA: Harvard University Press.

Jung, Carl. (August 1, 1981). *The Archetypes and the Collective Unconscious (Collected Works of C.G. Jung, V. 9, Part 1)*. Princeton, NJ: Princeton University Press.

Kroegeer, O., and J. Theusen. (1992). *Type Talk at Work*. New York, NY: Delacourt Press.

### **Conflict Resolution:**

Barsky, A. (2000) *Conflict Resolution for the Helping Professions*. Belmont, CA: Wadsworth.

LeBaron, M. (2003). *Bridging Cultural Conflicts: A New Approach for a Changing World*. San Francisco, CA: Jossey Bass.

Rothman, J. (1997). *Resolving Identity Based Conflict in Nations, Organizations, and Communities*. San Francisco, CA: Jossey-Bass.

Ting-Toomey, S., and J. Oetzel. (2001). *Managing Intercultural Conflict Effectively*. Thousand Oaks, CA: Sage Publications.

## **6. Methods of Intercultural Training**

*Kathryn Sorrells*

### **Required reading for graduate credit:**

Fowler, S. M., and M. G. Mumford (Eds.). (1995). *Intercultural Sourcebook*, Vol. 1. Yarmouth, ME: Intercultural Press.

Fowler, S. M., and M. G. Mumford (Eds.). (1999). *Intercultural Sourcebook*, Vol. 2. Yarmouth, ME: Intercultural Press.

Kohls, L. R., and H. L. Brussow. (1995). *Training Know-How for Cross-Cultural and Diversity Trainers*. Duncanville, TX: Adult Learning Systems

Landis, D. J., J. M. Bennett, and M. J. Bennett (Eds.). (2004). *Handbook of Intercultural Training* (3rd ed.). Thousand Oaks, CA: Sage.

### **Recommended reading:**

Bateson, M. C. (1994). *Peripheral Visions: Learning Along the Way*. New York, NY: HarperCollins.

Paige, R. M., A. D. Cohen, B. Kappler, J. C. Chi, and J. P. Lassegard. (2002). *Maximizing Study Abroad: A Students' Guide to Strategies for Language and Culture Learning and Use*. Minneapolis, MN: University of Minnesota.

Seeyle, N. H. (Ed.). (1996). *Experiential Activities for Intercultural Learning*, Vol. 1. Yarmouth, ME: Intercultural Press.

Singelis, T. M. (Ed.). (1998). *Teaching About Culture, Ethnicity, and Diversity: Exercises and Planned Activities*. Thousand Oaks, CA: Sage.

Stringer, D.M., and P.A. Cassiday. (2003). *52 Activities for Exploring Values Differences*. Yarmouth, ME: Intercultural Press.

## **7. Tools of the Trade**

*Joy Hawkins, Anita Rowe*

### **Required reading for graduate credit:**

Bennett, J. M., and M. J. Bennett. (2004). Developing Intercultural Sensitivity: An Integrated Approach to Global and Domestic Diversity. In D. Landis, J. M. Bennett, and M. J. Bennett (Eds.), *Handbook of Intercultural Training* (3rd ed., pp. 147-165). Thousand Oaks, CA: Sage.

Bennett, M. J. (1998). *Basic Concepts of Intercultural Communication: Selected Readings*. Yarmouth, ME: Intercultural Press.

Caver, K. A., and A. B. Livers. (2002, November). Dear White Boss: What It's Really Like to be a Black Manager. *Harvard Business Review*. Boston, MA: Harvard University.

Gardenswartz, L., and A. Rowe. (1998). *Managing Diversity: A Complete Desk Reference and Planning Guide* (Rev. ed.). New York, NY: McGraw-Hill.

Thomas, D. A., and R. J. Ely. (1996, September-October). Making Differences Matter: A New Paradigm for Managing Diversity. *Harvard Business Review*. Boston, MA: Harvard University.

**Recommended reading:**

- Allport, G. (1979). *The Nature of Prejudice*. New York, NY: Addison-Wesley.
- Chideya, F. (1995). *Don't Believe the Hype: Fighting the Misinformation about African Americans*. New York, NY: Penguin Books.
- Gardenswartz, L., and A. Rowe. (1994). *The Diversity Tool Kit*. Burr Ridge, IL: Irwin.
- Gardenswartz, L., and A. Rowe. (1994). *Managing Diversity Survival Guide*. Burr Ridge, IL: Irwin.
- Gardenswartz, L., and A. Rowe. (2003). *Diverse Teams at Work: Capitalizing on the Power of Diversity*. Alexandria, VA: Society for Human Resource Management.
- Gardenswartz, L., A. Rowe, P. Digh, and M. Bennett. (2003). *Global Diversity Desk Reference: Managing an International Workforce*. San Francisco, CA: Pfeiffer.
- Hall, E. T. (1981). *Beyond Culture*. New York, NY: Anchor Books/Doubleday.
- Hall, E. T. (1981). *The Silent Language*. New York, NY: Anchor Books/Doubleday.
- Hall, E. T. (1982). *The Hidden Dimension*. New York, NY: Anchor Books/Doubleday.
- Hayles, R., and A. M. Russell. (1997). *The Diversity Directive: Why Some Initiatives Fail and What to Do About It*. New York: NY: McGraw Hill.
- Hubbard, E. E. (2001). *Measuring Diversity Results*. Petaluma, CA: Global Insights Publishing.
- Thiederman, S. (1990). *Bridging Cultural Barriers for Corporate Success*. Lexington, MA: Lexington Books.
- Thiederman, S. (2003). *Making Diversity Work: 7 Steps for Defeating Bias in the Workplace*. Chicago, IL: Dearborn Trade Publishing.
- Thomas, R. R., Jr. (1991). *Beyond Race and Gender: Unleashing the Power of Your Total Workforce by Managing Diversity*. New York, NY: AMACOM.
- Thomas, R. R., Jr. (1996). *Redefining Diversity*. New York, NY: AMACOM.
- Trompenaars, F., and C. Hampden-Turner. (1998). *Riding the Waves of Culture: Understanding Diversity in Global Business* (2nd ed.). New York, NY: McGraw-Hill.
- West, C. (1993). *Race Matters*. Boston, MA: Beacon.
- Winfeld, L., and S. Spielman. (1995). *Straight Talk About Gays in the Workplace: Creating an Inclusive Environment for Everyone in Your Organization*. New York, NY: American Management Association.

**8. Facilitating Intercultural Competence: Experiential Methods and Tools**

*Basma Ibrahim DeVries, Tatyana Fertelmeyster*

**Required reading for graduate credit:**

- Cultural Detective – [www.culturaldetective.com](http://www.culturaldetective.com)
- Hofner Saphiere, D., B. Kappler Mikk, and B. Ibrahim DeVries. (2005). *Communication Highwire: Leveraging the Power of Diverse Communication Styles*. Yarmouth, ME: Intercultural Press.
- Martin, J. N. and T. K. Nakayama, (2010). The History of the Study of Intercultural Communication. In J.N. Martin & T. K. Nakayama, *Intercultural Communication in Contexts* (5<sup>th</sup> ed., pp. 44-82). New York, NY: McGraw-Hill.
- Paige, R. M. (1993). *On the Nature of Intercultural Experiences and Intercultural Education*. In R. M. Paige (Ed.), *Education for the Intercultural Experience* (2<sup>nd</sup> ed.). Yarmouth, ME: Intercultural Press.
- Paige, R. M. (1993). *Trainer Competencies for International and Intercultural Programs*. In R. M. Paige (Ed.), *Education for the Intercultural Experience* (2<sup>nd</sup> ed.). Yarmouth, ME: Intercultural Press.
- Pierce, V., D. Cheesebrow, and L. Mathews Braun. (2000). Facilitator Competencies. *Group Facilitation: A Research and Applications Journal*, 2(2), Winter 2000.
- Pusch, M. (1994). Cross Cultural Training. In G. Althen (Ed.), *Learning Across Cultures*. Washington, DC: NAFSA (pp. 109-143).

**Recommended reading:**

- Chen, G-M. (2009). Intercultural Effectiveness. In L.A. Samovar, R. E. Porter, and E. R. McDaniel (Eds.), *Intercultural Communication: A Reader*. Boston, MA: Wadsworth Cengage Learning.
- Deardorff, D. K. (Ed.). *The SAGE Handbook of Intercultural Competence* (pp. 272-286). Thousand Oaks, CA: Sage.
- Fowler, S. M., and M. G. Mumford. (1995). *Intercultural Sourcebook: Cross-Cultural Training Methods*, Vol. 1. Yarmouth, ME: Intercultural Press.
- Fowler, S. M., and M. G. Mumford. (1999). *Intercultural Sourcebook: Cross-Cultural Training Methods*, Vol. 2. Yarmouth, ME: Intercultural Press.
- Gardenswartz, L., A. Rowe, P. Digh, and M. F. Bennett. (2003). *The Global Diversity Desk Reference: Managing an International Workforce*. San Francisco, CA: Pfeiffer.
- Gochenour, T. (Ed.). (1993). *Beyond Experience: An Experiential Approach to Cross-Cultural Education* (2<sup>nd</sup> ed.), Yarmouth, ME: Intercultural Press.
- Paige, R. M. (Ed.). (1993). *Education for the Intercultural Experience* (2<sup>nd</sup> ed.). Yarmouth, ME: Intercultural Press.

Samovar, L. A., R. E. Porter, and E. R. McDaniel (Eds.) (2009). *Intercultural Communication: A Reader*. Boston, MA: Wadsworth Cengage Learning.

## 10. Assessing Intercultural Competence

*Allan Bird, Michael Stevens*

### Required reading for graduate credit:

Herman, J.L., et al. (2009). The Tolerance of Ambiguity Scale: Towards a More Refined Measure for International Management Research. In *International Journal of Intercultural Relations* (2009), doi:10.1016/j.ijintrel.2009.09.004. Also appears in course reading packet for *Assessing Intercultural Competency*. (2011) Portland, OR: The Intercultural Communication Institute.

Phillips, J.M., and S.M. Gully. (2009). Measurement. In *Strategic Staffing*. (pp. 210-241.) Upper Saddle River, NJ: Pearson/Prentice.

### Recommended reading:

Bird, A., and M. Stevens. (2011). Global Competence Aptitude Assessment® Background. In course reading packet for *Assessing Intercultural Competency*. (2011) Portland, OR: The Intercultural Communication Institute.

Davis, S.L., and S.J. Finney. (2006). A Factor Analytic Study of the Cross-Cultural Adaptability Inventory. *Educational and Psychological Measurement* 2006; 66; 318. DOI: 10.1177/0013164405278571. Also appears in course reading packet for *Assessing Intercultural Competency*. (2011) Portland, OR: The Intercultural Communication Institute.

Furuya, N., et al. (2009). Managing the Learning and Transfer of Global Management Competence: Antecedents and Outcomes of Japanese Repatriation Effectiveness. *Journal of International Business Studies* 40. (pp. 200-215). Also appears in course reading packet for *Assessing Intercultural Competency*. (2011) Portland, OR: The Intercultural Communication Institute.

Mendenhall, M., et al. (2008). Specification of the Content Domain of the Global Competencies Inventory (GCI). *The Kozai Working Paper Series* V. 1, N. 1. Also appears in course reading packet for *Assessing Intercultural Competency*. (2011) Portland, OR: The Intercultural Communication Institute.

Mol, S., et al. (2005). Predicting Expatriate Job Performance for Selection Purposes: A Quantitative Review. *Journal of Cross-Cultural Psychology* 2005; 36; 590. DOI: 10.1177/0022022105278544. Also appears in course reading packet for *Assessing Intercultural Competency*. (2011) Portland, OR: The Intercultural Communication Institute.

van Oudenhoven, J.P., S. Mol, and K. Van der Zee. (2003). Short Note: Study of the Adjustment of Western Expatriates in Taiwan ROC with the Multicultural Personality Questionnaire. *Asian Journal of Social Psychology* (2003) 6. (pp. 159-170). Also appears in course reading packet for *Assessing Intercultural Competency*. (2011) Portland, OR: The Intercultural Communication Institute.

## 11. Foundations of Intercultural Coaching

*T. Glen Sebera*

### Required reading for graduate credit:

Flaherty, J. (2005). *Coaching: Evoking Excellence in Others* (2nd ed.). Oxford, UK: Elsevier Butterworth-Heinemann.

Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than I.Q.* New York, NY: Bantam Books.

Goldsmith, M. (2007). *What Got You Here, Won't Get You There*. New York, NY: Hyperion.

Rosinski, P. (2003). *Coaching Across Cultures: New Tools for Leveraging National, Corporate, and Professional Distance*. Yarmouth, ME: Nicholas Brealey.

Schaetti, B., S.J. Ramsey, and G.C. Watanabe. (2008). *Making a World of Difference. Personal Leadership: A Methodology of Two Principles and Six Practices*. Seattle, WA: Flying Kite.

### Recommended reading:

Gardenswartz, L., A. Rowe, P. Digh, and M. Bennett. (2003). *Global Diversity Desk Reference: Managing and International Workforce*. San Francisco, CA: Pfeiffer.

“Groundhog Day” (1993, U.S. 101 min.). Director: Harold Ramis; producers: Trevor Alber, Harold Ramis; screenplay: Danny Rubin, Harold Ramis.

Kouzes, J. M., and B. Z. Posner. (2007). *The Leadership Challenge* (4th ed.). San Francisco, CA: Jossey-Bass.

Lencioni, P. (2002). *The Five Dysfunctions of a Team*. San Francisco, CA: Jossey-Bass.

Peterson, B. (2004). *Cultural Intelligence*. Yarmouth, ME: Intercultural Press.

Solomon, R.C. (1983). *The Passions*. Notre Dame, IN: University of Notre Dame Press.

Stone, D., B. Patton, and H. Sheen. (1999). *Difficult Conversations: How to Discuss What Matters Most*. New York, NY: Penguin Books.

Whitmore, J. (2003). *Coaching for Performance* (3rd ed.). Yarmouth, ME: Nicholas Brealey.

### **13. Visual Literacy: The Meaning of Images in a Multicultural World** *John Condon, Miguel Gandert*

#### **Required reading for graduate credit:**

- Gandert, M. (2011). *Visual Components*. Appears in course reading packet for *Visual Literacy: The Meaning of Images in a Multicultural World*. Portland, OR: The Intercultural Communication Institute.
- Gandert, M. (2011). *Structure of the Photographic Essay or Documentary Project*. Appears in course reading packet for *Visual Literacy: The Meaning of Images in a Multicultural World*. Portland, OR: The Intercultural Communication Institute.
- Hall, E. (1995). Visual Conventions and Conventional Vision. In S. Yates (Ed.), *Poetics of Space: A Critical Photographic Anthology*. (pp. 115-125). Albuquerque, NM: Univ. of New Mexico Press.
- Fusco, C. (2003). Racial Time, Racial Marks, Racial Metaphors. In H. Abrams (Ed.), *Only Skin Deep: Changing Visions of the American Self*. (pp. 13-48). New York, NY: International Center of Photography, in association with Harry N. Abrams.
- Coleman, A.D. (1998). Edward S. Curtis: The Photographer as Ethnologist. In A.D. Coleman *Depth of Field: Essay on Photography, Media, and Lens Culture*. (pp. 132-153). Albuquerque, NM: Univ. of New Mexico Press.
- Conniff, R. (2004). Reading Faces. *Smithsonian*. V. 34, N. 10, June 2004. (pp. 44-50).

#### **Recommended reading:**

- Farris, J. (2003). The Gaze of Western Humanism. In *Navajo and Photography: A Critical History of the Representation of an American People*. (pp. 11-23). Salt Lake City, UT: Univ. of Utah.
- Gilb, D. (2004). The Donkey Show. In *Gritos*. (pp. 110-113). New York, NY: Grove Press.
- Lutz, C., and J. Collins. (1993). Preface. In *Reading National Geographic*. (pp. i-xv). Chicago, IL: Univ. of Chicago.
- Lutz, C., and J. Collins. (1993). Comfortable Strangers: The Making of National Identity in Popular Photography. In *Reading National Geographic*. (pp. 1-14). Chicago, IL: Univ. of Chicago.

### **14. China: Encountering the Culture of a Rising Power** *George Renwick*

#### **Required reading for graduate credit:**

- Gao, G., and S. Ting-Toomey. (1998). *Communicating Effectively with the Chinese*. Thousand Oaks, CA: Sage.
- Hsu, F. L. K. (1981). *Americans and Chinese: Passage to Differences* (3<sup>rd</sup> ed.). Honolulu, HI: University Press of Hawaii.

#### **Recommended reading:**

- Bell, D. (2008). *China's New Confucianism: Politics and Everyday Life in a Changing Society*. Princeton, NJ: Princeton University Press.
- Hersey, J. (1956). *A Stone Pebble*. New York, NY: Alfred A. Knopf.
- Hessler, P. (2006). *Oracle Bones: A Journey through Time in China*. New York, NY: Harper.
- Watkins, D. A., and J. B. Biggs. (1996). *The Chinese Learner: Cultural, Psychological, and Contextual Influences*. Hong Kong: University of Hong Kong.

## **SESSION II**

### **16. Cross-Cultural Training in International Corporations** *Sarah Cuthill, George Renwick*

#### **Required reading for graduate credit:**

- Adler, N. J., and A. Gundersen. (2007). *International Dimensions of Organizational Behavior* (5th ed.). Cincinnati, OH: South-Western.
- Mitchell, G. (1998). *The Trainer's Handbook: The AMA Guide to Effective Training* (3rd ed.). New York, NY: American Management Association.
- Moran, R. T., P. R. Harris, and S. V. Moran. (2007). *Managing Cultural Differences: Global Leadership Strategies for the 21st Century* (7th ed.). Boston, MA: Butterworth-Heinemann.

#### **Recommended reading:**

- Hofstede, G. (2004). *Cultures and Organizations: Software of the Mind*. New York, NY: McGraw-Hill.
- Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations* (2nd ed.). Newbury Park, CA: Sage.
- Kolb, D. A. (1984). *Experiential Learning: Experience as the Source of Learning and Development*. Englewood Cliffs, NJ: Prentice Hall.
- Trompenaars, F., and C. Hampden-Turner. (1998). *Riding the Waves of Culture: Understanding Cultural Diversity in Business* (2nd ed.). New York, NY: McGraw-Hill.

## 17. Managing and Leading Small Groups

Todd Conklin, Richard Harris

### Required reading for graduate credit:

Moodian, M. A. (Ed.). (2009). *Contemporary Leadership and Intercultural Competence: Exploring the Cross-Cultural Dynamics Within Organizations*. Thousand Oaks, CA: Sage.

Trompenaars, F., and C. Hampden-Turner. (2004). *Managing People Across Cultures*. Chichester, UK: Capstone.

### Recommended reading:

Handy, C. (1999). *Understanding Organizations*. London, UK: Penguin.

Huijser, M. (2006). *The Cultural Advantage: A New Model for Succeeding with Global Teams*. Boston, MA: Intercultural Press.

Kegan, R., and L. L. Lahey (2001). *How the Way We Talk Can Change the Way We Work: Seven Languages for Transformation*. San Francisco, CA: Jossey-Bass.

Rosinski, P. (2003). *Coaching Across Cultures: New Tools for Leveraging National, Corporate and Professional Differences*. London, UK: Nicholas Brealey.

## 18. The Assessment, Development, and Nurturing of Global Leaders

Mark Mendenhall, Joyce Osland

### Required reading for graduate credit:

Osland, J., S. Taylor, and M. Mendenhall. (2009). Global Leadership: Progress and Challenges. In R. Baghat and R. Steers (Eds.), *Cambridge Handbook of Culture, Organizations and Work* (245-271). New York, NY: Cambridge University Press.

Mendenhall, M.E., J. Osland, A. Bird, G. Oddou, and M. Maznevski. (2008). *Global Leadership: Research, Practice, and Development*. London, UK: Routledge.

McCall, M. W., Jr., and G.P. Hollenbeck. (2002). *Developing Global Executives*, Harvard Business School Press.

Osland, J., A. Bird, A. Osland, and G. Oddou. (2007) "Expert Cognition in Global Leaders." *NDM8 Conference Proceedings*: 1-6, Pacific Grove, CA. [http://bss.sfsu.edu/kmosier/NDM8\\_Proceedings.pdf](http://bss.sfsu.edu/kmosier/NDM8_Proceedings.pdf)

### Recommended reading:

Black, J. S., A. Morrison, and H. Gregersen. (1999). *Global Explorers: The Next Generation of Leaders*. New York, NY: Routledge.

Brake, T. (1997). *The Global Leader: Critical Factors for Creating the World Class Organization*. Chicago, IL: Irwin Professional Publishing.

Fisher-Yoshida, B., and K.D. Geller. (2009). *Transnational Leader Development: Preparing the Next Generation for the Borderless Business World*. New York: Amacom.

Gundling, E., T. Hogan and K. Cvitkovich. (2011). *What is Global Leadership?* Nicholas Brealey Publishing.

Gupta, A. K., and V. Govindarajan. (2002). Cultivating a Global Mindset. *The Academy of Management Executive*, 16(1), 116-126.

Osland, J., A. Bird, M. Mendenhall, and A. Osland. (2006). Developing Global Leadership Capabilities and Global Mindset: A Review. In G. K. Stahl and I. Bjorkman (Eds.), *Handbook of Research in International Human Resource Management*. Cheltenham, UK: Edward Elgar, 197-222.

Osland, J., and A. Bird. (2006). Global Leaders as Experts. In W. Mobley and E. Weldon (Eds.), *Advances in Global Leadership* (Vol. 4, pp. 123-142). Oxford, UK: Elsevier.

Rhinesmith, S. H. (1996). *A Manager's Guide to Globalization*. Alexandria, VA: Irwin.

Rosen, R., P. Digh, M. Singer, and C. Phillips. (2000). *Global Literacies: Lessons on Business Leadership and National Cultures*. New York, NY: Simon and Schuster.

## \*19. Developing Cultures of Collaboration

Terence Brake

### Required reading for graduate credit:

Brody, E., and R. Trotter II (eds.) (2008). *Partnering for Organizational Performance: Collaboration and Culture in the Global Workplace*. Plymouth, UK: Rowman & Littlefield.

Cooren, F., et al. (eds.) (2006). *Communication as Organizing: Empirical and Theoretical Explorations in the Dynamic of Text and Conversation*. Matwah, NJ: Lawrence Erlbaum Associates.

Schuman, S. (ed.) (2006). *Creating a Culture of Collaboration*. San Francisco, CA: Jossey-Bass.

Smith, K., and D. Berg. (1997). *Paradoxes of Group Life: Understanding Conflict, Paralysis, and Movement in Group Dynamics*. San Francisco, CA: Jossey-Bass.

### Recommended reading:

Bennis, W., with P. Ward Biederman. (1997). *Organizing Genius: The Secrets of Creative*. Reading, MA: Addison-Wesley.

- Chrislip, D. (2002). *The Collaborative Leadership Fieldbook: A Guide for Citizens and Civic Leaders*. San Francisco, CA: Jossey-Bass.
- Hanson, M. (2009). *Collaboration: How Leaders Avoid the Traps, Create Unity, and Reap Big Results*. Boston, MA: Harvard Business Press, 2009.
- Hargrove, R. (1998). *Mastering the Art of Creative Collaboration*. New York, NY: McGraw-Hill.
- Huxham, C., and S. Vangen. (2005). *Managing to Collaborate: The Theory and Practice of Collaborative Advantage*. London: Routledge.
- Kaner, S. et al. (2007). *Facilitator's Guide to Participatory Decision-Making*. San Francisco, CA: Jossey-Bass.
- Merchant, N. (2010). *The New How: Building Business Solutions Through Collaborative*. North Sebastopol, CA: O'Reilly Media.
- Miller, P. (2010). *The Smart Swarm: How Understanding Flocks, Schools, and Colonies Can Make Us Better at Communicating, Decision Making, and Getting Things Done*. New York, NY: Avery.
- Rosen, E. (2007). *The Culture of Collaboration: Maximizing Time, Talent and Tools to Create value in the Global Economy*. San Francisco, CA: Red Ape Publishing.
- Strauss, D. (2002). *How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions*. San Francisco, CA: Berrett-Koehler, 2002.

## 20. Diversity as Culture Change: A Strategic Approach

Anita Rowe, Donna Stringer

### Required reading for graduate credit:

- Bennett, J. M., and M. J. Bennett. (2004). Developing Intercultural Sensitivity: An Integrative Approach to Global and Domestic Diversity. In D. Landis, J. M. Bennett, and M. J. Bennett (Eds.), *Handbook of Intercultural Training* (3rd ed., pp. 147-165). Thousand Oaks, CA: Sage.
- Gardenswartz, L., and A. Rowe. (1994). *Managing Diversity Survival Guide*. Burr Ridge, IL: Irwin Professional Publishing.
- Paige, R. M. (2004). Instrumentation in Intercultural Training. In D. Landis, J. M. Bennett, and M. J. Bennett (Eds.), *Handbook of Intercultural Training* (3rd ed., pp. 85-128). Thousand Oaks, CA: Sage.

### Recommended reading:

- Arredondo, P. (1996). *Successful Diversity Management Initiatives*. Thousand Oaks, CA: Sage.
- Hubbard, E. E. (1997). *Measuring Diversity Results*. Petaluma, CA: Global Insights Publishing.

## 21. Training Design for Intercultural Learning

Janet Bennett, Michael Paige

### Required reading for graduate credit:

- Fowler, S. M., and M. G. Mumford (Eds.). (1995). *Intercultural Sourcebook*, Vol. 1. Yarmouth, ME: Intercultural Press.
- Fowler, S. M., and M. G. Mumford (Eds.). (1999). *Intercultural Sourcebook*, Vol. 2. Yarmouth, ME: Intercultural Press.
- Landis, D., J. M. Bennett, and M. J. Bennett. (Eds.). (2004). *Handbook of Intercultural Training* (3rd ed.). Thousand Oaks, CA: Sage.
- Paige, R. M. (Ed.). (1993). *Education for the Intercultural Experience* (2nd ed.). Yarmouth, ME: Intercultural Press.

### Recommended reading:

- Gardenswartz, L., and A. Rowe. (1998). *Managing Diversity: A Complete Desk Reference and Planning Guide* (Rev. ed.). New York, NY: McGraw-Hill.
- Gardenswartz, L., A. Rowe, P. Digh, and M. Bennett. (2003). *The Global Diversity Desk Reference: Managing an International Workforce*. San Francisco, CA: Jossey-Bass.
- Irwin, L., and R. McClay. (2008). *The Essential Guide to Training Global Audiences: Your Planning Resources with Useful Tips and Techniques*. San Francisco, CA: John Wiley and Sons.
- Paige, R. M., A. D. Cohen, B. Kappler, J. C. Chi, and J. P. Lassegard. (2006). *Maximizing Study Abroad: A Students' Guide to Strategies for Language and Culture Learning and Use* (2nd ed.). Minneapolis, MN: University of Minnesota.
- Rowe, K. A., (2008). *Training across Cultures: Tips, Tools, and Intelligence for Trainers*. Alexandria, VA: ASTD.
- Singelis, T. M. (Ed.). (1998). *Teaching About Culture, Ethnicity, and Diversity: Exercises and Planned Activities*. Thousand Oaks, CA: Sage.
- Stringer, D. M., and P. A. Cassidy. (2009). *52 Activities for Improving Cross-Cultural Communication*. Boston, MA: Intercultural Press.
- Stringer, D. M., and P. A. Cassidy. (2003). *52 Activities for Exploring Values Differences*. Yarmouth, ME: Intercultural Press.

- Thiagarajan, S. (2003). *Design Your Own Games and Activities: Thiagi's Templates for Performance Improvement*. San Francisco, CA: Jossey-Bass.
- Tufte, E.R. (2006). *The Cognitive Style of PowerPoint: Pitching Out Corrupts Within* (2nd ed.). Cheshire, CT: Graphic Press.
- Zielinski, D. (Ed.). (1996). *Adult Learning in Your Classroom* (3rd ed.). New Training Library Series. Minneapolis, MN: Lakewood Books.

## 22. Linking Social Justice and Intercultural Communication in the Global Context

*Amer Ahmed, Kathryn Sorrells*

### Required reading for graduate credit:

- Ackerman, P., and J. Cuvall. (2000). *A Force More Powerful*. New York, NY: Palgrave.
- Adams, M. (1997). *Teaching for Diversity and Social Justice: A Sourcebook*. New York, NY: Routledge.
- George, S. (2004). *Another World Is Possible If...* London: Verso.
- Goodman, D.J. (2001). *Promoting Diversity and Social Justice*. Thousand Oaks, CA: Sage.
- Sorrells, K. (unpublished). *Globalizing Intercultural Communication*. Thousand Oaks, CA: Sage. (Course reading packet.)

### Recommended reading:

- Cho, E. H., F. A. Puete, M. C. Y. Louie, and S. Khokha. (2004). *Globalization, Migration and Worker's Rights in BRIDGE: A Popular Education Resource for Immigrant and Refugee Community Organizers*. (pp. 114-131). Oakland, CA: National Network for Immigrant and Refugee Rights ([www.nnirr.org](http://www.nnirr.org)).
- Fernandes, D. (2007). *Targeted: Homeland Security and the Business of Immigration*. New York, NY: Seven Stories.
- Lui, M., B. Robles, B., B. Leondar-Writhg, B. Brewer, and R. Adamson. (2006). *The Color of Wealth*. New York, NY: New Press.
- Nederveen-Pieterse, J. (2004). *Globalization and Culture: Global Melange*. Oxford, UK: Rowman and Littlefield.
- Tomlinson, J. (1999). *Globalization and Culture*. Cambridge, UK: Blackwell.
- Yudice, G. (2003). *The Expediency of Culture: Uses of Culture in the Global Era*. Durham, NC: Duke University.

## 23. Facilitating Intercultural Discovery

*John Condon, Nagesh Rao*

### Required reading for graduate credit:

- Hall, E.T. (1994). *West of the Thirties: Discoveries Among the Navajo and Hopi*. New York, NY: Doubleday.
- Gandhi, M.K. (1993). *Gandhi: An Autobiography (The Story of My Experiments with Truth)*. Boston, MA: Beacon Press.
- Thiagarajan, S. (2006). *Thiagi's 100 Favorite Games*. San Francisco, CA: Pfeiffer.

### Recommended reading:

- Fowler, S. M., and M. G. Mumford (Eds.). (1995). *Intercultural Sourcebook: Cross-Cultural Training Methods*, Vol. 1. Yarmouth, ME: Intercultural Press.
- Mortenson, G., and D. O. Relin. (2007). *Three Cups of Tea: One Man's Mission to Promote Peace ... One School at a Time*. New York, NY: Penguin Books.
- Singelis, T. M. (1998). *Teaching About Culture, Ethnicity, and Diversity: Exercises and Planned Activities*. Thousand Oaks, CA: Sage.
- Summerfield, E. (1993). *Crossing Cultures Through Film*. Yarmouth, ME: Intercultural Press.
- Thiagarajan, S. (2005). *Thiagi's Interactive Lectures*. Alexandria, VA: ASTD Press.

## \*24. Training for Insight: A Learner-Centered Approach to International Education

*Adriana Medina, Mick Vande Berg*

### Required reading for graduate credit:

- Kolb, D. (1984). *Experiential Learning: Experience as the Source of Learning and Development*. Englewood Cliffs, NJ: Prentice-Hall.
- Ting-Toomey, S., and L. Chung. (2005). *Understanding Intercultural Communication*. Los Angeles, CA: Roxbury Publishing.

### Recommended reading:

- Bennett, M. J. (Ed.). (1998). *Basic Concepts in Intercultural Communication: Selected Readings*. Yarmouth, ME: Intercultural Press.
- Bolen, M. (Ed.). (2007). *A Guide to Assessment for International Education*. Carlisle, PA: Forum on Education Abroad.

- Creswell, J. (2003). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (2nd ed.). Thousand Oaks, CA: Sage.
- Engle, L., and J. Engle. (2003). Study Abroad Levels: Toward a Classification of Study Abroad Types. *Frontiers: The Interdisciplinary Journal of Study Abroad*, 10 (Fall), 1-20.
- Kuhn, T. (1996). *The Structure of Scientific Revolutions*. (3rd ed.). Chicago, IL: University of Chicago Press.
- Medina-López-Portillo, A. (2004). Intercultural Learning Assessment: A Link Between Program Duration and the Development of Intercultural Sensitivity. *Frontiers: The Interdisciplinary Journal of Study Abroad*, 10 (Fall), 179-199.
- Paige, R. M., A. Cohen, et al. (2002). *Maximizing Study Abroad: A Students' Guide to Strategies for Language and Culture Learning and Use*. Minneapolis, MN: The University of Minnesota Press.
- Vande Berg, M. (Ed.). (2004). Special Issue on the Assessment of Student Learning Abroad. *Frontiers: The Interdisciplinary Journal of Study Abroad*, 10 (Fall).
- Vande Berg, M., J. Connor-Linton, and R.M. Paige. (2009). The Georgetown Consortium Project: Interventions for Student Learning Abroad. *Frontiers: The Interdisciplinary Journal of Study Abroad*, 18 (Fall), 1-75.
- Vande Berg, M., and R.M. Paige. (2009). Applying Theory and Research: The Evolution of Intercultural Competence in U.S. Study Abroad. In D. Deardorff (Ed.), *The Sage Handbook of Intercultural Competence*. Thousand Oaks, CA: Sage.
- Weimer, M. (2002). *Learner-Centered Teaching: Five Key Changes to Practice*. San Francisco, CA: Jossey-Bass.
- Zull, J. (2002). *The Art of Changing the Brain*. Sterling, VA: Stylus Publishing.

## 25. Understanding Racial and Cultural Identity in America

*William Cross, Terrell Jones*

### Required reading for graduate credit:

- Cross, W. (1991). *Shades of Black*. Philadelphia, PA: Temple University.
- Cross, W., and T. B. Cross. (2008). The Big Picture: Theorizing Self-Concept Structure and Construal. In P. Pedersen, J. Draguns, W. J. Lonner, and J. E. Trimble (Eds.), *Counseling Across Cultures* (6th ed.). Los Angeles, CA: Sage.
- Early, G. (1993). *Lure and Loathing: Essays on Race, Identity and the Ambivalence of Assimilation*. New York, NY: Penguin.
- Lawrence-Lightfoot, S. (1994). *I've Known Rivers*. New York, NY: Addison-Wesley.
- Massey, D., and N. Denton. (1993). *American Apartheid*. Cambridge, MA: Harvard.
- Tatum, B. D. (1992). Talking about Race, Learning about Racism: The Application of Racial Identity Development Theory in the Classroom. *Harvard Education Review* 62(1), 1-24.
- Robinson E., (2010) *Disintegration: The Splinter of Black America*. New York, N.Y., Doubleday Press.

### Recommended reading:

- Anderson, A. (1990). *Streetwise*. Chicago, IL: University of Chicago.
- Cheatham, H. (1991). *Cultural Pluralism on Campus*. Alexandria, VA: American Association for Counseling and Development.
- Frankenberg, R. (1993). *The Social Construction of Whiteness: White Women, Race Matters*. Minneapolis, MN: University of Minnesota.
- Funderburg, L. (1994). *Black, White, Other: Biracial Americans Talk About Race and Identity*. New York, NY: Morrow.
- Pedersen, P., J. Draguns, W. J. Lonner, and J. E. Trimble (Eds.). (2008). *Counseling Across Cultures* (6th ed.). Los Angeles, CA: Sage.
- Ponterotto, J. G., et al. (Eds.). (2001). *Handbook of Multicultural Counseling* (2nd ed.). Newbury Park, CA: Sage.
- Root, M. P. (1996). *The Multiracial Experience: Racial Borders at the Frontier*. Newbury Park, CA: Sage.
- Steinberg, S. (1989). *The Ethnic Myth* (2nd ed.). Boston, MA: Beacon.
- Thomas, R. R., Jr. (1992). *Differences Do Make a Difference*. Atlanta, GA: The American Institute for Managing Diversity.

## 26. Emotional Intelligence and Diversity

*Jorge Cherbosque, Lee Gardenswartz*

### Required reading for graduate credit:

- Cherbosque, J., L. Gardenswartz, and A. Rowe. (2009). *Emotional Intelligence for Managing Results in a Diverse World: The Hard Truth About Soft Skills in the Workplace*. Mountain View, CA: Davis-Black Publishing.
- Goleman, D., R. Boyatzis, and A. McKee. (2002). *Primal Leadership: Realizing the Potential of Emotional Intelligence*. Boston, MA: Harvard University.

- Gardenswartz, L., and A. Rowe. (1998). *Managing Diversity: A Complete Desk Reference and Planning Guide* (Rev. ed.). New York, NY: McGraw-Hill.
- Stone, D., B. Patton, and S. Heen. (1999). *Difficult Conversations: How to Discuss What Matters Most*. New York: NY: Penguin Books.
- Zander, R. S., and B. Zander. (2002). *The Art of Possibility: Transforming Professional and Personal Life*. New York, NY: Penguin Books.

**Recommended reading:**

- Bramson, R. M. (1990). *Coping with Difficult People*. New York, NY: Ballantine Books.
- Chapman, G. (1995). *The Five Love Languages: How to Express Heartfelt Commitment to Your Mate*. Chicago, IL: Northfield.
- Druskat, V. U., and S. B. Wolff. (2001, March). Building the Emotional Intelligence of Groups. *Harvard Business Review*. Cambridge, MA: Harvard University.
- Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More than I.Q.* New York, NY: Bantam Books.
- Goleman, D. (2000, March–April). Leadership that Gets Results. *Harvard Business Review*. Boston, MA: Harvard University.
- Goleman, D. (2004, January). What Makes a Leader? *Harvard Business Review*. Boston, MA: Harvard University.
- Goleman, D., R. Boyatzis, and A. McKee. (2001, December). Primal Leadership: The Hidden Driver of Great Performance. *Harvard Business Review*. Boston, MA: Harvard University.
- Gardenswartz, L., and A. Rowe. (2002). *Diverse Teams at Work*. Alexandria, VA: SHRM.
- Gardenswartz, L., and A. Rowe. (1995). *The Diversity Tool Kit*. New York, NY: McGraw-Hill.
- Tannen, D. (1990). *You Just Don't Understand: Men and Women in Conversation*. New York, NY: Ballantine Books.

**28. Resolving Conflict Across the Cultural Divide**

*Mary-Frances Winters, Mitch Hammer*

**Required reading for graduate credit:**

- Bennett, M.J. (1998). Intercultural Communication: A Current Perspective. In M.J. Bennett (Ed.) *Basic Concepts of Intercultural Communication* (pp. 1-34). Yarmouth, ME: Intercultural Press.
- Avruch, K. & Black, P.W. (1993). Conflict Resolution in Intercultural Settings: Problems and Prospects. In D.J.D. Sandole & H. Van Der Merwe (Eds.) *Conflict Resolution Theory and Practice* (pp. 131-145). New York: Manchester University Press.
- Bercovitch, J. (1999). Mediation and Negotiation Techniques. In L. Kurtz (Ed.) *Encyclopedia of Violence, Peace and Conflict, Volume 2* (pp. 403-412). San Diego, CA: Academic Press.
- Hammer, M.R. (2004). Intercultural Conflict Style Inventory (with accompanying Interpretive Guide and ICS Facilitators Manual).
- Hammer, M.R. (2005). The Intercultural Conflict Style Inventory: A Conceptual Framework and Measure of Intercultural Conflict Resolution Approaches. *International Journal of Intercultural Relations*, 29 675-695.
- Hammer, M.R. (1997). Negotiating Across the Cultural Divide: Intercultural Dynamics in Crisis Incidents. In R.G. Rogan, M.R. Hammer, & C.R. Van Zandt (Eds.) *Dynamic Processes of Crisis Negotiations: Theory, Research and Practice* (pp. 105-114). Westport, CT: Praeger Press.
- Broome, B.J. (2000). Palevome: Foundations of Struggle and Conflict in Greek Interpersonal Communication. In L.A. Samovar & R.E. Porter (Eds.) *Intercultural Communication: A Reader* (pp. 105-114). Belmont, CA: Wadsworth.
- Gao, G. (1998). 'Don't Take My Word For It.' Understanding Chinese Speaking Practices. *International Journal of Intercultural Relations*, 22, 163-186.
- Hammer, M.R. & Rogan, R.G. (2000). Latino and Indochinese Interpretive Frames in Negotiating Conflict with Law Enforcement: A Focus Group Analysis.
- Albert, R.D. (1996). A Framework and Model for Understanding Latin American and Latino/Hispanic Cultural Patterns. In D. Landis & R.S. Bhagat (Eds.) *Handbook of Intercultural Training, 2<sup>nd</sup> Edition* (pp. 327-348). Thousand Oaks, CA: Sage
- Feghali, E. (1997). Arab Cultural Communication Patterns. *International Journal of Intercultural Relations*, 21, 345-378.
- Carbaugh, D. (1998). 'I Can't Do That!' But I 'Can Actually See Around Corners': American Indian Students and The Study of Public Communication. In J.N. Martin, T.K. Nakayama, & L.A. Flores (Eds.) *Readings in Cultural Context* (pp. 160-172). Mountain View, CA: Mayfield Publishing.
- Moemeka, A. (1996). Interpersonal Communication in Communalistic Societies in Africa. In W.B. Gudykunst, S. Ting-Toomey & T. Nishida (Eds.) *Communication in Personal Relationships Across Cultures* (pp. 197-216). Thousand Oaks, CA: Sage.

- Hammer, M.R. (2007). *Saving Lives*. Westport, CT: Praeger.
- Ting-Toomey, S. & Oetzel, J.G. (2001). *Managing Intercultural Conflict Effectively*. Thousand Oaks, CA: Sage.
- Recommended reading:**
- Cohen, R. (1997). *Negotiating Across Cultures*. Washington, DC: United States Institute of Peace.
- Avruch, K. (1998). *Culture and Conflict Resolution*. Washington, DC: United States Institute of Peace.
- Solomon, R.H. (1999). *Chinese Negotiating Behavior*. Washington, DC: United States Institute of Peace.
- Schechter, J.L. (1998). *Russian Negotiating Behavior*. Washington, DC: United States Institute of Peace.
- Snyder, S. (1999). *Negotiating On the Edge: North Korean Negotiating Behavior*. Washington, DC: United States Institute of Peace.
- Jandt, F.E. & Pedersen, P.B. (1996). *Constructive Conflict Management: Asia-Pacific Cases*. Thousand Oaks, CA: Sage.

## SESSION III a

### 29. Teaching Intercultural Communication

*Leeva Chung, Stella Ting-Toomey*

#### Required reading for graduate credit:

- Gudykunst, W.B. (Ed.). (2005). *Theorizing about Intercultural Communication*. Thousand Oaks, CA: Sage.
- House, R., P. Hanges, M. Javidan, P. Dorfman, and V. Gupta (Eds.). (2004). *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage.
- Landis, D., J. M. Bennett, and M. J. Bennett (Eds.). (2004). *Handbook of Intercultural Training* (3rd ed.). Thousand Oaks, CA: Sage.
- Ting-Toomey, S. (1999). *Communicating Across Cultures*. New York, NY: Guilford
- Ting-Toomey, S., and L. C. Chung. (2005). *Understanding Intercultural Communication*. Los Angeles, CA: Roxbury.

#### Recommended reading:

- Brislin, R., and T. Yoshida (Eds.). (1994). *Improving Intercultural Interactions: Modules for Cross-Cultural Training Programs*. Thousand Oaks, CA: Sage.
- Cushner, K., and R. Brislin (Eds.). (1996). *Intercultural Interactions: A Practical Guide* (2nd ed.). Thousand Oaks, CA: Sage.
- Fong, M., and R. Chuang (Eds.). (2004). *Communicating Ethnic and Cultural Identity*. Lanham, MD: Rowman and Littlefield.
- Gannon, M. (2010). *Understanding Global Cultures: Metaphorical Journeys through 29 Nations, Clusters of Nations, Continents, and Diversity* (4th ed.). Los Angeles, CA: Sage.
- Griffin, E. (2009). *A First Look at Communication Theory* (7th ed.). Boston, MA: McGraw-Hill.
- Gudykunst, W. (2004). *Bridging Differences: Effective Intergroup Communication* (4th ed.). Thousand Oaks, CA: Sage.
- Pedersen, P., H. Crethar, and J. Carlson. (2008). *Inclusive Cultural Empathy*. Washington, DC: American Psychological Association.

### \*30. Training for Intercultural Transitions: A Holistic Perspective

*Lilli Engle, Mick Vande Berg*

#### Required reading for graduate credit:

- Kolb, D. (1984). *Experiential Learning: Experience as the Source of Learning and Development*. Englewood Cliffs, NJ: Prentice-Hall.
- Ting-Toomey, S., and L. Chung. (2005). *Understanding Intercultural Communication*. Los Angeles, CA: Roxbury Publishing.

#### Recommended reading:

- Bennett, M. J. (Ed.). (1998). *Basic Concepts in Intercultural Communication: Selected Readings*. Yarmouth, ME: Intercultural Press.
- Bolen, M. (Ed.). (2007). *A Guide to Assessment for International Education*. Carlisle, PA: Forum on Education Abroad.
- Creswell, J. (2003). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (2nd ed.). Thousand Oaks, CA: Sage.
- Engle, L., and J. Engle. (2003). Study Abroad Levels: Toward a Classification of Study Abroad Types. *Frontiers: The Interdisciplinary Journal of Study Abroad*, 10 (Fall), 1-20.
- Kuhn, T. (1996). *The Structure of Scientific Revolutions*. (3rd ed.). Chicago, IL: University of Chicago Press.

- Medina-López-Portillo, A. (2004). Intercultural Learning Assessment: A Link Between Program Duration and the Development of Intercultural Sensitivity. *Frontiers: The Interdisciplinary Journal of Study Abroad*, 10 (Fall), 179-199.
- Paige, R. M., A. Cohen, et al. (2002). *Maximizing Study Abroad: A Students' Guide to Strategies for Language and Culture Learning and Use*. Minneapolis, MN: The University of Minnesota Press.
- Vande Berg, M. (Ed.). (2004). Special Issue on the Assessment of Student Learning Abroad. *Frontiers: The Interdisciplinary Journal of Study Abroad*, 10 (Fall).
- Vande Berg, M., J. Connor-Linton, and R.M. Paige. (2009). The Georgetown Consortium Project: Interventions for Student Learning Abroad. *Frontiers: The Interdisciplinary Journal of Study Abroad*, 18 (Fall), 1-75.
- Vande Berg, M., and R.M. Paige. (2009). Applying Theory and Research: The Evolution of Intercultural Competence in U.S. Study Abroad. In D. Deardorff (Ed.), *The Sage Handbook of Intercultural Competence*. Thousand Oaks, CA: Sage.
- Weimer, M. (2002). *Learner-Centered Teaching: Five Key Changes to Practice*. San Francisco, CA: Jossey-Bass.
- Zull, J. (2002). *The Art of Changing the Brain*. Sterling, VA: Stylus Publishing.

### **\*31. Designing the Culturally Competent Pedagogy**

**Lee Kniefkamp**

#### **Required reading for graduate credit:**

Packet and handouts received in class.

- AAC&U. (2007). *College Learning for the New Global Century: A Report from the National Leadership Council for Liberal Education & America's Promise*. Washington, DC: AAC&U.  
[http://www.aacu.org/leap/documents/GlobalCentury\\_final.pdf](http://www.aacu.org/leap/documents/GlobalCentury_final.pdf)
- Hovland, K. (2006). *Shared Futures: Global Learning and Liberal Education*. Washington, DC: AAC&U.  
[http://www.aacu.org/SharedFutures/documents/Shared\\_Futures.pdf](http://www.aacu.org/SharedFutures/documents/Shared_Futures.pdf)
- McTighe Musil, C. (2006). *Assessing Global Learning: Matching Good Intentions with Good Practice*. Washington, DC: AAC&U. [http://www.aacu.org/SharedFutures/documents/Global\\_Learning.pdf](http://www.aacu.org/SharedFutures/documents/Global_Learning.pdf)
- AAC&U. Assessing Outcomes and Improving Achievement: Tips and Tools for Using Rubrics. Washington, DC: AAC&U.

### **\*32. Transformative Training: Design, Development, and Delivery**

**Janet Bennett, Nagesh Rao**

#### **Required reading for graduate credit:**

- Landis, D., J. M. Bennett, and M. J. Bennett (Eds.). (2004). *Handbook of Intercultural Training* (3rd ed.). Thousand Oaks, CA: Sage.
- Tufte, E.R. (2006). *The Cognitive Style of PowerPoint: Pitching Out Corrupts Within* (2nd ed.). Cheshire, CT: Graphic Press.

#### **Recommended reading:**

- Boyacigiller, N. A., R. A. Goodman, and M. E. Phillips (Eds.). (2003). *Crossing Cultures: Insights from Master Teachers*. New York, NY: Routledge (Taylor and Francis Group).
- Edmundson, A. (Ed.). (2007). *Globalized E-Learning Cultural Challenges*. Hershey, PA: Information Science.
- Singelis, T. M. (Ed.). (1998). *Teaching About Culture, Ethnicity, and Diversity: Exercises and Planned Activities*. Thousand Oaks, CA: Sage.
- Stringer, D. M., and P. A. Cassidy. (2003). *52 Activities for Exploring Values Differences*. Yarmouth, ME: Intercultural Press.
- Stringer, D. M., and P. A. Cassidy. (2009). *52 Activities for Improving Cross-Cultural Communication*. Boston, MA: Intercultural Press.
- Thiagarajan, S. (2003). *Design Your Own Games and Activities: Thiagi's Templates for Performance Improvement*. San Francisco, CA: Jossey-Bass.
- Thiagarajan, S. *Facilitator's Toolkit*. (2000). Bloomington, IN: Workshops by Thiagi.
- Thiagarajan, S. (2006). *Thiagi's 100 Favorite Games*. San Francisco, CA: Pfeiffer.
- Thiagarajan, S. Website and newsletter of Thiagi: [www.thiagi.com](http://www.thiagi.com)

### **33. The Undercover Interculturalist: Exploring Cultural Complexity in Everyday Experience**

**John Condon, Richard Harris**

#### **Required reading for graduate credit:**

- Hall, E. T. (1959). *The Silent Language*. New York, NY: Doubleday.
- Hall, E. T. (1992). *An Anthropology of Everyday Life: An Autobiography*. New York, NY: Anchor Books.

Martin, F. (Ed.). (2003). *Interpreting Everyday Culture*. London, UK: Arnold.

**Recommended reading:**

Holeton, R. (Ed.). (1995). *Encountering Cultures*. Englewood Cliffs, NJ: Prentice Hall.

Jackson, P. (1989). *Maps of Meaning*. London, UK: Routledge.

Low, S. M., and D. Lawrence-Zúñiga (Eds.). (2003). *The Anthropology of Space and Place: Locating Culture*. Oxford, UK: Blackwell.

Lubar, S., and W. D. Kingery (Eds.). (1993). *History from Things: Essays on Material Culture*. Washington DC: Smithsonian Institution Press.

**34. Interactive Experiential Strategies for Intercultural Training**

*Sivasailam "Thiagi" Thiagarajan*

**Required reading for graduate credit:**

Thiagarajan, S. (2006). *Thiagi's 100 Favorite Games*. San Francisco, CA: Pfeiffer.

**Recommended Reading**

Fowler, S. M., and M. G. Mumford. (Eds.). (1995). *Intercultural Sourcebook*, Vol. 1. Yarmouth, ME: Intercultural Press.

Fowler, S. M., and M. G. Mumford. (Eds.). (1999). *Intercultural Sourcebook*, Vol. 2. Yarmouth, ME: Intercultural Press.

Landis, D., J. M. Bennett, and M. J. Bennett. (Eds.). (2004). *Handbook of Intercultural Training*. (3rd ed.). Thousand Oaks, CA: Sage.

Thiagarajan, S. (2003). *Design Your Own Games and Activities: Thiagi's Templates for Performance Improvement*. San Francisco, CA: Jossey-Bass.

**\*35. From the Margins to the Center: Intercultural Identity as a Revolutionary Act**

*Dianne Hofner Saphiere, Barbara Schaetti*

**Required Reading**

Maalouf, A. (2000). *In the Name of Identity. Violence and the Need to Belong*. New York, NY: The Penguin Group.

Salett, E. P. & Koslow, D.R. (2003). *Race, Ethnicity, And Self. Identity in Multicultural Perspective*. Washington, DC: NMCI Publications.

**Recommended Reading**

Adler, P. (1974). Beyond Cultural Identity: Reflections on Cultural and Multicultural man. In R. Brislin (Ed.), *Topics in Culture Learning* (Vol. 2, ). Honolulu, HI: East-West Center.

Bennett, J. M. (1993). Cultural Marginality: Identity Issues in Intercultural Training. *Education for the Intercultural Experience*. R. M. Paige. Yarmouth, ME, Intercultural Press.

Bochner, S. (Ed.). (1981). *The Mediating Person: Bridges Between Cultures*. Boston, MA: G. K. Hall and Co.

Cross, W. E., Jr. (1995). The Psychology of Nigrescence: Revising the Cross Model. In J. G. Ponterotto, J. M. Casa, L. A. Suzuki, & C. M. Alexander (Eds.), *Handbook of Multicultural Counseling*. Newbury Park: Sage Press.

Kim, Y.Y. (2001). *Becoming Intercultural. An Integrative Theory of Communication and Cross-Cultural Adaptation*. Thousand Oaks, CA: Sage Publications, Inc.

Schaetti, B.F., Ramsery S.J., & Watanabe, G.C. (2008). *Making a World of Difference. Personal Leadership: A Methodology of Two Principles and Six Practices*. Seattle, WA: FlyingKite Publications.

Seelye, H.N. & Wasilewski, J.H. (1996). *Between Cultures. Developing Self-Identity in a World of Diversity*. Chicago, IL: NTC Publishing Group.

Sen, A. (2006). *Identity and Violence. The Illusion of Destiny*. New York, NY: W. W. Norton and Company, Inc.

**36. Facilitating Dialogue Across Cultures**

*Benjamin Broome*

**Required reading for graduate credit:**

Packet received in class.

**Recommended reading:**

Anastasiou, H. (2008). *The Broken Olive Branch: Nationalism, Ethnic Conflict and the Quest for Peace in Cyprus*. Syracuse University Press.

Bohm, D. (1996). *On Dialogue*. London: Routledge.

Christakis, A. N., & Bausch, K. C. (2006). *Co-laboratories of democracy: How people harness their collective wisdom to create the future*. Boston: Information Age Publishing.

de Rivera, J. H. (Ed.). (2009). *Handbook on Building Cultures of Peace*. New York: Springer.

- Frey, L. R. (Ed.). (2006). *Facilitating Group Communication in Context: Innovations and Applications with Natural Groups*. Cresskill, New Jersey: Hampton Press.
- Galtung, J. (1996). *Peace by Peaceful Means: Peace and Conflict, Development and Civilization*. London/Oslo: Sage Publications/PRIO.
- Isaacs, W. N. (1999). *Dialogue and the art of thinking together*. New York: Doubleday.
- Lederach, J. P. (1997). *Building Peace. Sustainable Reconciliation in Divided Societies*. Washington, D. C.: United States Institute of Peace.
- Pearce, W. B., & Littlejohn, S. (1997). *Moral Conflict: When Social Worlds Collide*: Sage.
- Sandole, D. J. D., Byrne, S., Staroste-Sandole, I., & Senihi, J. (Eds.). (2009). *Handbook of Conflict Analysis and Resolution*. New York: Routledge.
- Saunders, H. H. (1999). *A Public Peace Process: Sustained Dialogue to Transform Racial and Ethnic Conflicts*. New York: St. Martin's Press.
- Schuman, S. (2005). *The IAF Handbook of Group Facilitation: Best Practices*. San Francisco: Jossey-Bass.
- Schwarz, R. M. (2002). *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*. San Francisco: Jossey-Bass.

### **37. Advanced Workshop: Coaching Global Executives**

**George Renwick**

#### **Required reading for graduate credit:**

Goldsmith, M., and L. Lyons (Eds.). (2006). *Coaching for Leadership: The Practice of Leadership Coaching from the World's Greatest Coaches*. San Francisco, CA: John Wiley/Pfeiffer.

#### **Recommended reading:**

- Bartlett, C., and S. Ghoshal. (2002). *Managing Across Borders: The Transnational Solution* (2nd ed.). Cambridge, MA: Harvard Business School.
- Hofstede, G. (2004). *Cultures and Organizations: Software of the Mind*. New York, NY: McGraw-Hill.
- Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations* (2nd ed.). Newbury Park, CA: Sage.
- Rhinesmith, S. (1996). *A Manager's Guide to Globalization: Six Keys to Success in a Changing World* (2nd ed.). Chicago, IL: Irwin.
- Trompenaars, F., and C. Hampden-Turner. (1998). *Riding the Waves of Culture: Understanding Cultural Diversity in Business* (2nd ed.). New York, NY: McGraw-Hill.

## **SESSION III b**

### **38. Doing the Right Thing!—Values Around the World**

**Donna Stringer**

#### **Required reading for graduate credit:**

- Adler, N., and A. Gundersen. (2007). *International Dimensions of Organizational Behavior* (5th ed.). (Chapter 1, pp. 1-44). Cincinnati, OH: South-Western.
- Lencioni, P. M. Make Your Values Mean Something, *Harvard Business Review*, July 2002, Reprint #R0207J.
- Rokeach, M. (1973). *The Nature of Human Values*. (Chapters 1, 2, 4, 8, 9, 10, 11, 12). New York, NY: Free Press.

#### **Recommended reading**

House, R.J., et al. (2004). *Culture, Leadership and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, CA: Sage.

### **39. Dealing with Privilege: Thinking Clearly and Acting Effectively**

**Carlos Cortés**

#### **Required reading for graduate credit:**

- Gracia, J. J. E. (2007). *Race or Ethnicity? On Black and Latino Identity*. Ithaca, NY: Cornell University Press.
- Kimmel, M., and A. Ferber. (2010). *Privilege: A Reader*. 2<sup>nd</sup> ed. Philadelphia, PA: Westview Press.
- Rothenberg, P. (2005). *White Privilege: Essential Readings on the Other Side of Racism*. New York, NY: Worth.

#### **Recommended reading:**

- Cortés, C. E. (2000). *The Children are Watching: How the Media Teach about Diversity*. New York, NY: Teachers College Press.
- Cose, E. (1993). *The Rage of a Privileged Class*. New York, NY: HarperCollins.
- Gladwell, M. (2005). *Blink: The Power of Thinking Without Thinking*. New York, NY: Back Bay Books/Little Brown.

Johnson, A. (2001). *Privilege, Power, and Difference*. New York, NY: McGraw Hill.  
Maher, F., and M. Tetreault. (2007). *Privilege and Diversity in the Academy*. New York, NY: Routledge.  
Yoshino, K. (2006). *Covering: The Hidden Assault on Civil Rights*. New York, NY: Random House.

**\*40. Measuring the Impact of Intercultural Competency Initiatives**

*Edward Hubbard*

A list of required readings will be distributed during the workshop.

**\*41. Sexuality, Gender, and Culture: An Intercultural Approach**

*Kathryn Sorrells*

**Required reading for graduate credit:**

Butler, J. (1990). *Gender Trouble*. New York, NY: Routledge.  
Foucault, M. (1978). *The History of Sexuality. Vol. 1: An Introduction*. New York, NY: Random House.  
Meem, D., and M. Gibson. (2010). *Finding Out: An Introduction to LGBT Studies*. Thousand Oaks, CA: Sage  
Moraga, C., and G. Anzaldúa. (Eds.) (1984). *This Bridge Called My Back: Writings by Radical Women of Color*.  
2<sup>nd</sup> ed. New York, NY: Kitchen Table-Women of Color Press.  
Newton, D. (2009). *Gay and Lesbian Rights: A Reference Handbook*. Santa Barbara, CA: ABC-CLIO.  
Wilchins, R. (2004). *Queer Theory, Gender Theory: An Instant Primer*. Los Angeles, CA: Alyson Books.  
Ward, J. (2008). *Respectably Queer: Diversity Culture in LGBT Activist Organizations*. Nashville, TN: University  
of Vanderbilt.

**Recommended reading:**

Berry, C., F. Martin, and A. Yua (Eds.) (2003). *Mobile Cultures: New Media Queer in Asia*. Durham, NC: Duke  
University.  
Binny, J. (2004). *The Globalization of Sexuality*. Thousand Oaks, CA: Sage.  
Drucker, P. (Ed.) (2001). *Different Rainbows*. London: Millivres Ltd./Gay Men's Press.  
Fone, B. (2000). *Homophobia: A History*. New York, NY: Henry Holt.  
Kugle, S. (2010). *Homosexuality in Islam*. Oxford, UK: Oneworld Publications.  
Mogul, J., A. Richie, and K. Whitlock. (2011). *Queer (In)Justice: The Criminalization of LGBT in the United  
States*. Boston, MA: Beacon.  
Pharr, S. (1988). *Homophobia as a Weapon of Sexism*. Little Rock, AR: Chardon.  
Phillips, K., and R. Berry (Eds.). (2002). *Sexualities in History: A Reader*. New York, NY: Routledge.  
Stevenson, M., and J. Cogan (Eds.). (2003). *Everyday Activism*. New York, NY: Routledge.