Organizing Culture Change

HIST 387/ PSYC 461/ MGMT 491-002/ CONF 399/ SOC 395
M 1:30-4:10 PM
Nguyen Engineering Building 1103

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Culture change constitutes an important and complex phenomenon, both in human societies and in organizations. Changes in culture, and resistance to change, deeply affect a variety of contemporary issues. This course assesses several types of culture change, both American and international, in an interdisciplinary context, drawing from psychology, sociology, business, conflict analysis, and history. Case studies will range from religious conversions to corporate settings to conflict management, toward finding common patterns and best practices in implementing and analyzing culture change. Students, drawn from several relevant majors, will develop research topics and group discussions to explore additional themes in the field.

Readings: Stearns with O'Neill and Censer, *Culture Change* – distributed online; various articles, assigned per session and available online.

Requirements:

- Several brief papers relating to assigned readings, 1-2 pages, due in class as a hard-copy or email attachment.
- A research topic proposal and exploration. Topic statements are due September 26. Each student will develop a project but will discuss it periodically in an interdisciplinary student group. (Group discussions will occur as part of several of the later class sessions). Papers should be 12-15 pages in length and are due December 3rd in class as a hard-copy or email attachment.
- Take home final examination.

Important:
Please consult the Blackboard course site **before** every class. The Blackboard site has discussion questions and, often, Document readings. Click on "Course Content" on the left menu bar to find the relevant course materials.

Academic Honesty and Collaboration

The integrity of the University Community is affected by the individual choices made by each of us. GMU has an Honor Code with clear guidelines regarding academic integrity. Three fundamental and rather simple practices to follow at all times are that: 1) all work submitted be your own; 2) when using the work or ideas of others, including fellow students, give full credit through accurate citations; and 3) if you are uncertain about the ground rules on a particular assignment, ask for clarification.

Mon, Aug 28 | **Session 1: Introducing culture and culture change; culture as causation; cultural globalization.**

What is culture change? Why is it complicated? Has culture change accelerated in modern times?

Question: identify a current "culture issue" in society, an organization, or at GMU where you would like to see change.

SEP 4 | LABOR DAY

Mon, Sept 11 | **Session 2: What is Culture? And the challenge of cultural diversity**

- Chapter 2, "Culture Context," from Larry L. Naylor, *Culture and Change* (Westport, CT; London: Bergin and Garvey, 1996), 14-36. Available on Blackboard.
- H.R. Markus and S. Kitayama, Culture and the Self: Implications for Cognition, Emotion, and Motivation, *Psychological Review* 98 (2) (1991): 224-253.
- Peter Stearns, *Culture Change* (London: Bloomsbury, forthcoming), Ch's. 1+2.

Assignment: list at least three culture change topics beyond the case study book.

Mon, Sept 18 | **Session 3: Big Culture Change and an Analytical Model**

- Keith Thomas, *Religion and the Decline of Magic* (New York: Penguin Books, 1991), Ch. 18.
- Peter Stearns, *Culture Change*, Ch. 3.

Assignment: 1-2 page paper on causes of decline of magic in European culture. Due by beginning of class, hard-copy or by email.

Mon, Sept 25 | **Session 4: Organizations and Culture Change**

- Chapter 3, Joanne Martin, "Pieces of the puzzle: What is culture? What is not culture?" In *Organizational Culture: Mapping the terrain* (Sage, 2002), 55-92. Available on Blackboard.
- John Kotter, "Leading Change: Why transformation efforts fail" *Harvard Business Review,* 85 no. 1 (2007): 96-103. Available on Blackboard.
- Peter Stearns, *Culture Change*, Ch. 5.

Mon, Oct 10 | **Session 5: Special Issues in Organizational Culture Change**

- C.A. Yauch & H.J. Steudel, "Complementary use of qualitative and quantitative cultural assessment methods," *Organizational Research Methods* 6 (2003): 465-81. Available on Blackboard.
- R.A. Weber & C.F. Camerer, "Cultural conflict and merger failure: An experimental approach," *Management Science,* 49 (2003): 400–415. Available on Blackboard.
- R. Flin, "Measuring safety culture in healthcare: A case for accurate diagnosis," *Safety Science,* 45 (2007): 653–67. Available on Blackboard.
- S.J. Singer and T.J. Vogus, "Reducing Hospital Errors: Interventions that Built Safety Culture," *Annual Review of Public Health* 34: 373-396. Available on Blackboard.

Mon, Oct 2 | **Session 6: Culture Change, Revolution and Protest**

- F. Chazel, "Sociology of Social Movements," *International Encyclopedia of the Social and Behavioral Sciences* (Amsterdam: Elsevier, 2001), 14371-14375.
- Anne-Marie Codur and Mary E. King, "Women in Civil Resistance" in *Women, War and Violence: Typology, Resistance, and Hope*, eds. M.M. Kurtz and L.R. Kurtz (Praeger, 2015), 401-116.
- Peter Stearns, *Culture Change*, Ch. 4.

Tue, Oct 16 | **Session 7: Culture Change and Health**

- Peter Stearns, *Culture Change*, Ch. 6.

Mon, Oct 23 | **Session 8: Culture Change and Conflict**

- Anthony Marsella, "Culture and Conflict: Understanding, Negotiating, and Reconciling Conflicting Constructions of Reality," *International Journal of Intercultural Relations* 29 (6) (2005): 651-73.
- Mark Farr, "Changing the Conversation: Emerging Better Practices through Four Dialogue Lenses," in *Learning Through Dialogue: New Perspectives in Education and Peacebuilding* (New York: Teachers College Press, forthcoming)

Mon, Oct 30 | **Session 9: Culture Change and Prejudice**

- Peter Stearns, *Culture Change*, Ch. 9.

Mon, Nov 6 | **Session 10: Mobilizing Culture Change**

- Introduction, Chapters 1&2 from George Chauncey, *Why Marriage? The History Shaping Today's Debate Over Gay Equality* (New York: Basic Books, 2004). Available as an e-book through the library or as PDFs on Blackboard.
- Chapter 3, Holger Nehring, "Peace Movements and the Demilitarization of German Political Culture, 1970s-1980s," in *Demilitarization in the Contemporary World,* Peter N. Stearns (ed.) (Urbana: University of Illinois Press, 2013), 60-86. Available on Blackboard.
- Chapter 7, Stephanie Trombley Averill, "Demilitarization and Democratization in the Post-World War II World," in *Demilitarization in the Contemporary World,* Peter N. Stearns (ed.) (Urbana: University of Illinois Press, 2013), 157-182. Available on Blackboard.

Mon, Nov 13 | **Session 11: Student Topic Presentations**

(Note: some presentations will also occur November 20 and 27)

<u>*Written prospectus due*</u>

Mon, Nov 20 | **Session 12: Culture Change, Contacts and Globalization**

- Peter Stearns, *Culture Change*, Ch. 8.
- Peter Stearns, *Globalization in World History* (New York: Routledge, 2016), 98-179 (esp. 119-27, 166-71).

NOV 22-26 | THANKSGIVING RECESS

Mon, Nov 27 | **Session 13: Culture and Emotions**

- P.F. McKay, D.R. Avery and M.A. Morris, "A Tale of Two Climates: Diversity Climate from Subordinates' and Managers' Perspectives and Their Role in Store Unit Sales Performance," *Personnel Psychology* 62: 767-91. Available on Blackboard.
- Peter Stearns, *Culture Change*, Ch.7.

Mon, Dec 3 | **Session 14: Culture Change and Policy: What do we know about promoting and understanding culture change? Examples: birth control, abortion, environment.**

- Peter Stearns, *Culture Change*, Conclusion.
- Elizabeth Maier, "Documenting Mexico's Culture War," *Latin American Perspectives* 39 (6) (November, 2012): 155-164. Available on Blackboard.
- Anne Batiot, "The Political Construction of Sexuality: The Contraception and Abortion Issues in France, 1965-1975" in *Social Movements and Protest in France*, Philip G. Cerny (ed.) (New York: St. Martin's Press, 1982), 125-145. Available on Blackboard.
- Sander L. van der Linden et. al, "The Scientific Consensus on Climate Change as a Gateway Belief: Experimental Evidence," *PLoS ONE* 10(2): e0118489.doi:10.1371/journal.pone.0118489. Available on Blackboard.