Business Administration 541-001/Global Studies 541-001
Cross-Cultural Management
Syllabus – Spring 2016

Monday and Wednesday 2:00 to 3:15 PM, Lubar S171

Instructor: Dr. Ben Shaffer
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Consulting Hours: Monday and Wednesday: 1:00 to 2:00 and by appointment.

Prerequisite: Junior standing and admission to Bus Admin major or declared Global Studies program, Bus Admin 330.

Course Description:
This course is designed for upper level business majors and offers them the opportunity to learn how to manage across cultures. Generally, it examines business cultures around the world and the impact cultural differences can have on management and negotiations. Indicative areas of investigation and discussion are: the changing global environment; the role of culture in international business; international strategic management; and organizational behavior and human resource management across cultures.

Objectives:
This subject aims to prepare the student for a successful business career by providing them with a broad understanding of the importance and complexity of cultural differences. As a result of the course students will:

- Develop their “cultural intelligence”
- Inform (from a global perspective) their previous work in such subjects as organization behavior, leadership, teamwork, human resource management and management.
- Develop cross-cultural skills to be better prepared to operate in global management environments.

General Learning Outcomes
Knowledge
Students will gain an in-depth knowledge of the concept of culture including the many artifacts commonly used to describe it. They will also increase their base of knowledge related cross-cultural communications and negotiations by the exploration of theories, concepts, models and tools.

Skills
Students’ skills of analysis and communications (both oral and written) will be developed throughout the course, individually and in teams. They will be challenged to apply their knowledge base in analyzing cross-cultural business problems/opportunities and to recommend and defend proposed courses of action.
Attitude
Students will develop an appreciation of the complexity and importance of cross-cultural management and an increased confidence in their abilities to manage in an increasingly global business environment.

Required Text:
*International Management: Culture, Strategy, and Behavior* by F. Luthans and J.P. Doh (9th Edition)

Other References:
Various other business textbooks, websites, weekly and monthly business periodicals and daily business newspapers such as the *Wall Street Journal*, and the *Milwaukee Sentinel* will be drawn upon throughout the course.

Teaching Methods
This subject will be delivered through a mix of lectures and tutorials (cases and experiential exercises). Lectures will introduce students to concepts, theories and substantive knowledge in the field. A significant part of the learning will be imparted through group studies of assigned cases from real businesses. Preparation based on comprehensive analysis of these cases, their presentation, and discussion will constitute an important component of the course. *Students are encouraged to take charge of their own learning.* The lecturer, textbook, and tutorial activities are only resources that are designed to help you facilitate the learning process. How you use these resources and others you uncover will be a measure of the value you take from the course.

Assessment Methods and Weightings:
The components and their individual weighting are as follows:

1. Final Examination 25%
2. Midterm Exam 25%
3. Cross-culture orientation Project 15%
4. Country culture current events 10%
5. Individual Country analysis 10%
6. Participation 15%
Total 100%

Grade Scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>93-100</td>
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<tr>
<td>A-</td>
<td>90-92</td>
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<tr>
<td>B+</td>
<td>87-89</td>
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<tr>
<td>B</td>
<td>83-86</td>
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<tr>
<td>B-</td>
<td>80-82</td>
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<tr>
<td>C+</td>
<td>77-79</td>
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<tr>
<td>C</td>
<td>73-76</td>
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<tr>
<td>C-</td>
<td>70-72</td>
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<tr>
<td>D+</td>
<td>67-69</td>
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<tr>
<td>D</td>
<td>63-66</td>
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<tr>
<td>D-</td>
<td>60-62</td>
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<tr>
<td>F</td>
<td>&lt;60</td>
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1. Final Examination
The final examination may consist of a combination of multiple choice, short answer and or essay type questions. This is tentatively planned for May 16 during normal class hours.

2. Mid Term Examination
A mid-term examination will be given during class on March 9. This will test your understanding of materials covered in the first five chapters of the text and the associated lectures and class discussions.
3. Team Cross-culture orientation project
As a team you are to choose one country for analysis. At the beginning of the second class, you are to make your selection known. To gain wider coverage of cultures, all teams must focus on a different country. In the event of common choices, a “lucky draw” will be done and the losing team will need to select a different country.

**Scenario:** Your team has been formed to aid the international human resource department of your MNC to develop an orientation package for expatriates and their families moving from the US to the selected country. The goal of this orientation is to prepare the employee and their families to adapt to the foreign country successfully.

To develop this package your research should include secondary and primary research. Secondary research can include library and Internet sources and primary research must include two personal interviews with natives of the country and/or expatriates that have worked there.

The orientation package should be 10 to 15 pages (double-spaced, 12 pt font, not including exhibits) and is due April 25th.

Each team is to present an overview of their orientation package through an oral presentation (15 minutes) on April 27th or the week of May 2nd.

4. Country Culture Current Events
Starting with week 2, each team will give a brief oral presentation. In 10 minutes or less, one team member is to share a news event related to your chosen country that illustrates its cultural differences.

5. Individual Country analysis
Students must select a country different from that which his or her team has selected for the team project to conduct a cultural analysis. This analysis should highlight one or two significant cultural differences compared to the US that can impede effective management and or negotiations. This should be fully referenced and a maximum of 4 pages (double-spaced, 12pt font). **Due on February 29th.**

6. Participation
Attendance is expected and will be rewarded under participation. However, active involvement in the class discussion will also be measured. You are encouraged to challenge ideas/theories and develop effective business communications skills. All students will complete a peer evaluation at the end of the course, which will be considered as part of the overall score for this component.

Course Policies:
To get the most out of this course, and to make it an enjoyable learning experience, we will adhere to the following guidelines:

- **Attendance:** Regular attendance is expected. Roll will be taken systematically at the beginning of each class period. Being absent deprives you of valuable class discussions and information.
- **Preparation for Class:** Assigned readings must be completed before each class session. These readings provide the basis for an informed analysis of ethical behavior issues.
- **Professional courtesy:** Professional courtesy includes respecting others’ opinions, working together in a spirit of cooperation, and actively listening to those who are speaking. So we may use class time productively, please avoid behaviors that make it difficult for us to accomplish our mutual objectives.
- **Academic Integrity:** Deliberate violations of academic integrity (plagiarism and cheating) are not tolerated. Academic misconduct will be dealt with according to administrative policy.
• **Course Work:** Deadlines and guidelines for written and oral assignments will be discussed specifically in class. To receive credit for this course, all major assignments and exams must be completed.

• **Late Work:** Assignments turned in after class on the due date will be considered late. Late assignments will be penalized 20% of the total points. No assignments will be accepted after one week beyond the due date.

• **Make-up of quizzes:** No make-up opportunities will be given (see above).

• **Make-exams:** Under normal circumstances no make-up examinations will be given. However, if you are unable to attend the midterm or final examination for a valid reason, it will be considered. Your application must be accompanied with reasonably sound, verifiable documentation explaining your absence.

**Note:** The following page is a tentative schedule of activities. The instructor reserves the right to change it if the course objectives can be better achieved. A change may be needed as a result of emerging opportunities to secure guest speakers, current events that call for more attention, or the cancelation of a class due to unforeseen circumstances.
<table>
<thead>
<tr>
<th>Week</th>
<th>Beginning Date</th>
<th>Chap</th>
<th>Topic</th>
<th>Activities/Assignments</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Jan 25</td>
<td>1,2</td>
<td>Course Introduction, Change, Globalization</td>
<td>Introductions, Team assignments, Expectations</td>
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<td></td>
<td></td>
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<td>Environmental Foundations</td>
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<tr>
<td>2</td>
<td>Feb 1</td>
<td>3</td>
<td>Ethics</td>
<td>Case, Film, Exercise</td>
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<td>3</td>
<td>Feb 8</td>
<td>4</td>
<td>Meanings and dimensions of culture</td>
<td>Case, Film, Exercise</td>
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<tr>
<td>4</td>
<td>Feb 15</td>
<td>5</td>
<td>Managing across cultures</td>
<td>Case 1, Disney’s Expansion in Asia, p260</td>
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<tr>
<td>5</td>
<td>Feb 22</td>
<td>6</td>
<td>Org culture and diversity</td>
<td>Case 2, Wal-Mart’s Global Strategies, p264</td>
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<tr>
<td>6</td>
<td>Feb 29</td>
<td>6</td>
<td>Org culture and diversity (Cont) Sharing of Ind. CA reports</td>
<td>Case 3, Google in China, p392, Individual CA Due Monday</td>
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<tr>
<td>7</td>
<td>Mar 7</td>
<td>7</td>
<td>Cross-cultural</td>
<td>Midterm Exam to be given on March 9</td>
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<td>8</td>
<td>March 14, 16</td>
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<td>Spring Break</td>
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<td>9</td>
<td>Mar 21</td>
<td>8-10</td>
<td>Cross-culture strategy</td>
<td>Case 4, Can Sony Regain Its Innovative Edge?, p397</td>
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<tr>
<td>10</td>
<td>Mar 28</td>
<td>8-10</td>
<td>Cross-culture strategy</td>
<td>Case 5, Tata “Nano”, p402</td>
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<td>11</td>
<td>Apr 4</td>
<td>12</td>
<td>Motivation Across Cultures</td>
<td>Case 6, IKEA’s Global Expansion, p537</td>
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<td>12</td>
<td>Apr 11</td>
<td>13</td>
<td>Leadership Across Cultures,</td>
<td>Case 7, HSBC in China, p544</td>
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<td>13</td>
<td>Apr 18</td>
<td>14</td>
<td>HRM</td>
<td>Case 8, Chiquita’s Global Turnaround, p560</td>
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<tr>
<td>14</td>
<td>Apr 25</td>
<td></td>
<td>Final Group Oral Presentations</td>
<td>Orientation package due Monday</td>
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<tr>
<td>15</td>
<td>May 2</td>
<td></td>
<td>Final Group Oral Presentations</td>
<td>Final Exam Tentatively Scheduled for May 16th</td>
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<tr>
<td>May 9</td>
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<td>Review for Final Examination</td>
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University of Wisconsin-Milwaukee
Sheldon B. Lubar School of Business

Statement of Academic Misconduct
Chapter UWS 14, entitled “Student Academic Disciplinary Procedures,” of the Wisconsin Administrative Code contains rules enacted by the University of Wisconsin Board of Regents that apply to all University of Wisconsin–Milwaukee students. Section 14.01 states, “The Board of Regents administrators, faculty, academic staff and students of the University of Wisconsin System believe that academic honesty and integrity are fundamental to the mission of higher education and of the University of Wisconsin System. The University has a responsibility to promote academic honesty and integrity and to develop procedures to deal effectively with instances of academic dishonesty. … Students who violate these standards must be confronted and must accept the consequences of their actions.”

Statement of Sexual Harassment
Sexual harassment is reprehensible and will not be tolerated by the University. It subverts the mission of the University and threatens the careers, educational experience, and well being of students, faculty, and staff. The University will not tolerate behavior between or among members of the University community which creates an unacceptable working environment.

Discriminatory Conduct
The University of Wisconsin-Milwaukee remains steadfastly committed to the principles of academic freedom. This commitment requires an equally strong obligation to foster respect for the dignity and worth of each individual. Without this respect, the principles of academic freedom become meaningless. Moreover, relationships such as student-faculty and employee-supervisor have inherent power differences that compromise some persons’ ability to protect their own rights. Therefore, this University must provide an environment that respects the value of each individual and which does not tolerate discriminatory conduct of any kind.

University Policies Regarding Change of Registration/Adding and Dropping or Withdrawal from Classes
After initial registration, students have the opportunity to modify their class schedule by adding, dropping or withdrawing from classes during specific periods prior to the start of the semester. Such changes can be made without financial penalty until shortly before the start of the term (or before the start of a particular summer session). However, significant financial penalties can apply for changes made beyond the appropriate deadline, and some departments have unique deadlines and approval requirements governing how and when students may add and drop particular courses. Some academic programs also require their students to obtain specific approval for adding or dropping courses. Consult the most recent Schedule of Classes for dates, deadlines and procedures or contact the Business School Undergraduate Student Services office.
University Policies Regarding Repeating Courses

Unless a restriction is stated in the Schedule of Classes, undergraduates may repeat any course only once. Under exceptional circumstances, one more repeat may be allowed following approval of a written appeal to the advising office of the student's school or college. Except in the case of courses with variable content (which may be repeated for credit as often as permitted for that particular course, as specified in UWM Bulletins), both grades earned for repeated courses will appear on the student's academic record, but only the higher grade will be calculated into the grade point average. Students illegally repeating courses will be dropped, and "WR" will be assigned to the course on the student's academic record.

Students who took a course as a repeat prior to Fall 1988 are entitled to one additional enrollment. Transfer students who did not previously take a course at UWM are entitled to one repeat at UWM of a course taken at a previous institution.

In courses of limited enrollment, qualified students who have not taken the course previously have priority. It is generally advisable for any student to consult an advisor before registering to repeat a course.

University Policy Regarding Incompletes

An Incomplete may be given to a student who has carried a subject successfully until near the end of the semester but, because of illness or other unusual and substantiated cause beyond that student's control, has been unable to take or complete the final examination or to complete some limited amount of term work. An Incomplete is not given unless the student proves to the instructor that s/he was prevented from completing course requirements for just cause as indicated above.

A course marked Incomplete must be completed during the next succeeding semester, excluding summer sessions and UWinteriM. If the student does not remove the Incomplete during this period, the report of "I" will lapse to "F".

University Change of Grade Policy and Procedures

The following is from UWM Faculty Document No. 1927, May 12, 1994, entitled "Policies on Grading and Grade Records". Grade or Record Changes. Instructors may not change a semester grade after the grade sheet has been submitted to the Registrar except for an inadvertent error in determining or recording the grade. Any change in a student’s grade or record, including retroactive change to drop, withdrawal, or incomplete, must receive the approval of the Dean of the School or College in which the student was enrolled at the time the course was taken.

Special Accommodations

If special accommodations are needed in order to meet any of the requirements of the course, please contact the professor as soon as possible. Students will be allowed to complete examinations or other requirements that are missed because of a religious observance.