University of Wisconsin-Milwaukee  
BUS ADM/GLOBAL 541 Cross-Cultural Management  
Syllabus – Spring 2017

Classroom and Time:      Lubar Hall S191; MW 2:00 to 3:15 pm
Format:                            Lectures & Case Studies
Instructor:                        Zheng Cheng
Office:                             Lubar Hall S373
Office Hours:                  Wednesday 3:30 to 5:15 pm or by appointment
Contact:                          chengz@uwm.edu; 414-229-2246 (office)
Mailbox:                         Lubar Hall Mailroom

Prerequisites
Junior standing or greater & admission to Business major or Global Studies program, & Bus Adm 330(P); or Graduate standing (Univ Spec Students w/o degree not allowed).

Required Materials

Cases: Four cases must be purchased through Harvard Business Publishing. The instructor will provide a web link through which students can gain access to those cases.

Additional readings: If there are additional readings, the instructor will post assigned readings on D2L or provide hard copies at least a week in advance.

Course Description and Objectives
This course provides an overview of the essential managerial issues that firms and individuals will confront and must master to operate successfully in the international business setting. It introduces the student to an array of practical concepts, analytical frameworks and essential managerial techniques that will be useful to the international manager. Specific topics covered include the role of culture in global business, ethics and social responsibility in a multicultural setting, strategy development and organizational structure models for multinational operations, methods for analyzing and evaluating potential foreign markets and modes for foreign market entry.  

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. Upon successful completion 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.
**Grading**

Grade for the class will be determined as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>Tests (2 tests, 200 points each)</td>
<td>400</td>
</tr>
<tr>
<td>Case Studies (5 case studies, 60 points each)</td>
<td>300</td>
</tr>
<tr>
<td>Class Participation</td>
<td>125</td>
</tr>
<tr>
<td>Mini-research Presentation</td>
<td>50</td>
</tr>
<tr>
<td>Integrative Team Project</td>
<td></td>
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<tr>
<td>Slides Submission</td>
<td>100</td>
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<tr>
<td>Group Presentation Attendance</td>
<td>25</td>
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**Grade Scale:**

- **A**: 93-100%
- **A-**: 90-92.99%
- **B+**: 87-89.99%
- **B**: 83-86.99%
- **B-**: 80-82.99%
- **C+**: 77-79.99%
- **C**: 73-76.99%
- **C-**: 70-72.99%
- **D+**: 67-69.99%
- **D**: 63-66.99%
- **D-**: 60-62.99%
- **F**: <60%

**Tests**

There will be two closed-book tests given during regular class sessions. Tests will focus on students’ knowledge of the course concepts in textbooks and the practical application of the concepts to business situations.

Please refer to the course schedule for exact dates. The instructor might agree to provide alternative schedules to administer those exams only if a student 1) has a legitimate conflict and 2) notifies the instructor in advance.

There is no final exam.

**Class Participation and Attendance**

Attendance and class involvement are critical to success in this course, as well as students’ final grades. Effective learning of the material demands active participation in class discussion. Indeed, the active dialogue is the key to learning. Focus on understanding the material, understanding tradeoffs, and making choices rather than just learning specific facts and the “right” answer.

Students are expected to attend and prepare fully for each session. The instructor has a “no-fault” absence policy; there is no distinction between “excused” and “unexcused” absences. Realistically, conflicts will come up, and emergencies may prevent a student from attending one or more classes during the term. The instructor allows three missed classes before absences begin to affect the student's course grade negatively. The student’s score for class participation will be reduced by 10 points for each class absence over the three allowed.

Note that students are expected to arrive on time and be present during the entire class period. Excessive tardiness and leaving early from class without prior arrangements with the instructor will be marked absent on that day.

**Case Studies**
Students will be required to write-up and submit their responses to the assigned questions for each case study assigned. These written assignments, worth 60 points each, must be typed, and are due (D2L Dropbox) at the beginning of the class session in which they are discussed. No late case study write-ups will be accepted. However, case study write-ups may be submitted before the beginning of class, even if the student will miss that day’s class. These written case studies are individual assignments and are to be completed by each student entirely without assistance from any other student.

Although six case studies will be assigned, the instructor will only count the five highest scores into students’ final grade. Students may complete all six case studies and have the lowest score thrown out or choose to skip one case at their choice.

Remember that the purpose of the case study is to test the student’s ability to apply the concepts and ideas presented in the readings to an actual business example. Students should refer to and use the concepts and terminology found in the related text chapters in answering the case questions.

For many of the case questions, there is no absolute right or wrong answer. What the instructor will be looking for is that students select a reasonable position and carefully and consistently justify/defend that position based on the course material or analytical frameworks they have gained from other courses or experiences.

There are no points for length or number of words. Answer each question completely, support and justify the answers and utilize concepts covered in class, but do so in a concise and direct manner. Do not utilize the case write-up to summarize or repeat the facts of the case.

**Mini-research Presentation**

Students will be required to present or participate in a mini-research project as a group. Topics and the tentative schedule of those research projects are listed in the course schedule. Although there are no guidelines students have to follow, the students should apply the concepts and theories learned in the previous sessions and must consult the instructor before working on their assigned research.

Each project counts 50 points. Evaluation criteria include content, coherence, organization, creativity, the balance between speakers, and timeliness (no more than 20 minutes), and question responsiveness.

**Integrative Team Project**

The assignment for each team is to identify and analyze

(1) **two firms** entering the same foreign market, whereas one has established a successful expansion and the other has failed to do so (e.g. KFC and McDonald’s in China, Carrefour and Wal-Mart in India)

OR

(2) **a firm** that has established a successful expansion in one foreign market but has failed to do so in another foreign market (e.g. Uber in the EU vs. China, Carrefour in China vs. India)

This project will touch upon all of the aspects of international business that we will cover in the course. Successful completion of the project will require research on both the company and
country, as well as the application of concepts learned during the course to the specific issues facing a particular company in a particular country or region. Guidelines will be posted on D2L to assist you on the format of the integrative group project.

The purpose of the Team Term Project is two-fold. First, it provides students with an opportunity to use concepts comprehensively from the course material and integrate the concepts and issues from the semester into an overall evaluation of an international business situation. Secondly, it allows each student to practice skills which they will likely be required to demonstrate numerous times in their business careers; public speaking and the ability to work and contribute to a team of peers, (whom they may or may not know), to accomplish a task.

**Time Investment**

This class meets twice per week for 150 minutes, for a total of 37.5 hours of required lecture time. You should expect to spend at least 50 hours over the course of the semester reading the textbook and other assigned readings. There are also 5 case studies, which you should expect will require at least 4 hours each. For your group project, you should expect to dedicate approximately 25 hours. For the mini-research project, you should expect to spend 2.5 hours preparing. Finally, you should reserve at least 15 hours to study for the exams. All told, this class is likely to take 150 hours of your time, making time management and scheduling very important.

**Course Policies**

Respect is an essential part of class participation and maintaining a positive classroom environment. Disagreement and debate - even with the professor - are part of the process. Learning to express disagreement in a professional, respective manner is a valuable asset. Likewise, accepting constructive criticism from people with different viewpoints forces you to reassess your assumptions and biases and to weight evidence and argument.

Disruptive behaviors that are not acceptable include…Reading material for other courses, using cell phones, laptops (other than for course specific work) or other personal electronic devices during class, sleeping, talking to other individuals, and doing homework for other courses. Such behaviors can result in decreases in the participation grade at the end of the semester and dismissal from that day’s class.

Assignments are due at the beginning of the class. When there is no class on the assigned due date, the assignments should be submitted electronically by 11:59 pm on that due date. Unless previously arranged, late submissions will not be accepted.
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.