Instructor: Kyle Ehrhardt
Office: Lubar Hall, N368
Office Hours: Thursday, 2 – 4 PM, Friday, 8:30 – 10 AM (unless noted in class)
Phone: 414-229-2536
E-mail: kpe@uwm.edu
Mailbox: Lubar Hall, 4th Floor, straight ahead and to the left off the elevator


Other Materials: All additional readings will be made available to students.

Course Description:
This course focuses on the challenges and opportunities associated with organizational management in a global environment. It is designed to provide you with a better understanding of how business cultures differ around the world, as well as how culture can influence management principles, employee behavior, and communication in organizations. We cover a range of topics in this course, including both person-oriented and strategy-oriented subjects. Coursework will include, but is not limited to, reading, lecture, discussion, quizzes, exams, experiential exercises, and independent writing assignments.

Learning Objectives:
Upon completion of this course, students should be able to:
1. Demonstrate an increased understanding of cultural differences across different business environments, as well as how traditional management and organizational theories may be applied in cross-cultural contexts.
2. Demonstrate increased cultural intelligence and cross-cultural skills.
3. Demonstrate an increased understanding of the role of ethics in cross-cultural management.
4. Develop improved research, writing, and critical thinking skills.

Course Drop and Withdraw Deadlines:
September 30: Last day to drop full-term classes with without withdraw notation of "W" on academic record.
October 25: Last day to drop or withdraw from full-term classes.
**In-class Expectations:**
Come on time. Act like an adult. Be respectful of others and their viewpoints. Please also maintain confidentiality of discussions pertaining to specific organizations or personal experiences.

**Grade Distribution:**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>92.5-100%</td>
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<tr>
<td>A-</td>
<td>89.5-92.49%</td>
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<tr>
<td>B</td>
<td>82.5-86.49%</td>
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<tr>
<td>B-</td>
<td>79.5-82.49%</td>
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<tr>
<td>C</td>
<td>72.5-76.49%</td>
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<tr>
<td>C-</td>
<td>69.5-72.49%</td>
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<tr>
<td>D</td>
<td>62.5-66.49%</td>
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<tr>
<td>D-</td>
<td>60-62.49%</td>
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<tr>
<td>F&lt;</td>
<td>60%</td>
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**Evaluation:**

- Exam 1 ........................................100 points
- Exam 2 ........................................100 points
- Final ...........................................150 points
- Quizzes ........................................100 points (9 best with top score doubled)
- Primary Country Analysis .......................125 points
- Country Analysis II .........................60 points (with presentation)
- Country Analysis III ..........................40 points (without presentation)
- Video Assignment I ............................10 points
- Video Assignment II ...........................10 points
- Guest Speaker Assignment ....................30 points

Total: ...........................................725 points

**Extra Credit Opportunity:**
Case studies ....................................21 possible points (7 points each, max 3 case studies)

**Exams:**
There will be two in-class, non-cumulative exams which cover lecture material and assigned text readings. A cumulative final exam will be given during the university assigned final exam period. The final is a blue-book style exam with questions provided in advance. All exams are closed book.

Make up exams for exams 1 and 2, which may contain different questions, will be given for university excused absences only, following proper notification procedures. Rescheduling of the final exam, which again may contain different questions, is in accordance with university policy.

University excused absences (pertaining to exams 1 and 2) are:
1. Participation in an authorized university activity with notice in advance.
2. Confinement due to illness, under a doctor’s care, and documented by a doctor.
3. Death in the immediate family.
4. Participation in legal proceedings requiring your presence with notice in advance.
5. A religious observance with notice in advance.
Quizzes:
Throughout the course students will complete a quiz online. The quizzes will be made active following class and responses must be submitted by 5:00 PM on the day noted on the schedule. At that point, the quizzes will close. No late quizzes will be accepted.

The quizzes may be accessed from the course website, which uses the D2L system: http://d2l.uwm.edu/. Quizzes may be found under the “quizzes” section. Quizzes will cover topics related to lecture and text reading material from recent classes. Each quiz is worth 10 points, with the top 9 of 10 scores kept and the overall top score doubled.

Case Study Extra Credit:
Up to 3 times during the scheduled course, students may select a case study from the book (brief integrative case or in-depth integrative case) and submit a 2-3 page paper, which includes both a summary of the case and answers to all of the case questions. Case study extra credits must be double spaced, Times New Roman, 12 pt., and have 1 inch margins all around. All case study extra credits are due at the start of the final exam period.

Country Analyses:
Students will be responsible for completing a total of three country analyses. These are described briefly below. See the Country Analysis Handout for greater details.

Primary Country Analysis:
Students may work solo or in pairs for the primary country analysis. This country analysis includes both a written component and presentation component. The written component is due on 12/11, which is also the day of the presentation.

Country Analysis II:
Students work solo for country analysis II. This country analysis includes both a written component and presentation component. The written component is due on the day of your scheduled presentation (10/16, 10/23, or 10/30).

Country Analysis III:
Students work solo for country analysis III. This country analysis includes only a written component, and must be turned in by the final class meeting on 12/11.

***For all written components of the country analyses, please turn in only a hard copy. All written components must be double spaced, Times New Roman, 12 pt., and have 1 inch margins all around (unless otherwise noted). For each weekday or part thereof a country analysis is late, 20% of the total number of points which may be earned for the assignment will be deducted.***

Video Assignments and Guest Speaker Assignment
Students will complete 2-3 page written assignments pertaining to videos shown in class and guest speakers. Details on these assignments will be provided by the instructor.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>1</td>
<td>9/4</td>
<td>Syllabus, Intro, and Globalization</td>
<td>Chapter 1</td>
<td></td>
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<tr>
<td>2</td>
<td>9/11</td>
<td>Country Differences and Culture</td>
<td>Chapter 2, Chapter 4</td>
<td>Quiz 1 due at 5:00 Tuesday, 9/10</td>
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<td>3</td>
<td>9/18</td>
<td>Video 1, Managing Across Culture, and Macro Structures</td>
<td>Chapter 5, Chapter 9</td>
<td>Quiz 2 due at 5:00 Tuesday, 9/17</td>
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<td>4</td>
<td>9/25</td>
<td>Cultural Diversity, Cultural Synergy, and Managing Multicultural Teams</td>
<td>Chapter 6, Additional Reading 1</td>
<td>Quiz 3 due at 5:00 Tuesday, 9/24</td>
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<td>5</td>
<td>10/2</td>
<td>Exam 1</td>
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<td>Quiz 4 due at 5:00 Tuesday, 10/1</td>
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<td>6</td>
<td>10/9</td>
<td>Cross-cultural Communication and Negotiation</td>
<td>Chapter 7</td>
<td>Video Assignment 1 due at 5:00 Tuesday, 10/8</td>
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<td>10/16</td>
<td>Decision Making and Country Analysis (CA)II Presentations</td>
<td>Chapter 11</td>
<td>Quiz 5 due at 5:00 Tuesday, 10/15</td>
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<td>8</td>
<td>10/23</td>
<td>Motivation Across Cultures and CAII Presentations (ctd.)</td>
<td>Chapter 12</td>
<td>Quiz 6 due at 5:00 Tuesday, 10/22</td>
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<td>9</td>
<td>10/30</td>
<td>Leadership Across Cultures and CAII Presentations (ctd.)</td>
<td>Chapter 13</td>
<td>Quiz 7 due at 5:00 Tuesday, 10/29</td>
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<td>10</td>
<td>11/6 or 11/13</td>
<td>Guest Speaker Day</td>
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<td>Quiz 8 due at 5:00 Tuesday, 11/5</td>
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<td>11</td>
<td>11/6 or 11/13</td>
<td>International HR and the Expat Experience and Video 2</td>
<td>Chapter 14, Additional Reading 2</td>
<td>Guest Speaker Assignment due at 5:00 of corresponding Tuesday</td>
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<td>12</td>
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<td>Exam 2</td>
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<td>Quiz 9 due at 5:00 of corresponding Tuesday</td>
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<td>13</td>
<td>11/27</td>
<td>No class – Thanksgiving Break</td>
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<td>14</td>
<td>12/4</td>
<td>Ethics in Cross-cultural Management and Final Questions</td>
<td>Chapter 3</td>
<td>Video Assignment 2 due at 5:00 Tuesday, 12/3</td>
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<td>15</td>
<td>12/11</td>
<td>Primary Country Analysis Presentations</td>
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<td>Quiz 10 due at 5:00 Tuesday, 12/10</td>
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<tr>
<td>16</td>
<td>12/18</td>
<td>Final Exam</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. … Student 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.