

**MGT 6118: CROSS-CULTURAL MANAGEMENT**

**Tentative**

<i>Professor:</i>	Dong Liu, Ph.D.	<i>Office Hours:</i>	By appointment
<i>Office:</i>	COB 4313 (479)	<i>Meeting time:</i>	Thursday 6:05-8:55 PM
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<i>Phone:</i>	404-894-4925		

**Course website:**

<http://t-square.gatech.edu/>

All supplementary course materials, important updates, and announcements will be posted on T-square.

**Class Motto**

*Fun and Knowledge*

**Coursepack**

<http://cb.hbsp.harvard.edu/cbmp/access/51772411>

**I. COURSE OVERVIEW**

In the not-so-distant past, only a small percentage of managers in organizations needed the knowledge and skills to manage employees from cultures other than their own. Today, however, virtually every manager will need these skills at some point, and some will make their careers on them. With a burgeoning global market, increased expatriate assignments, and technologies that allow people to work together virtually, it is vital that managers learn how to manage across cultures. This course complements your other business courses by developing your global awareness to better understand the issues managers face when working across international boundaries. The course provides a broad overview of the various roles managers play within unique international contexts. It introduces you to key examples of significant cultural differences and helps you to become familiar with ways to effectively anticipate and manage cultural differences to lead to organizational and individual success. A particular emphasis is placed on the unique challenges associated with managing people in an international environment ranging from the psychology of cross-cultural relationships to developing strategic HR policies to attract and retain a global workforce.

**COURSE GOALS AND LEARNING OUTCOMES**

Upon successful completion of this course, you should be able to:

- Understand the meaning of national culture, nationality as a socially constructed identity, and the role culture and nationality play in management.
- Identify the key contextual variables that influence the operations of multinational firms and develop awareness of how those contexts may be managed. The focus is on the development of meta-strategies applicable to any cross-national relations as opposed to a focus on specific countries.

- Have better cross-cultural awareness and sensitivity. Effective international managers recognize, appreciate, and clearly articulate their own cultural values, and sensibly understand, tolerate and respect others' differing values and perspectives.
- Be more effective when dealing with and managing people from various cultures. You will more confidently and effectively communicate with individuals and groups whose objectives, attitudes, patterns of behavior, and cultural backgrounds are significantly different from your own.
- Have a stronger set of skills as a global leader – e.g., effective utilization of global human resources capabilities and minimization of the challenges of a multicultural environment through functional communication, motivation, and leadership in the global environment.

#### INSTRUCTIONAL METHODS

To meet the goals listed above, this course uses readings, lectures, videos, exercises, individual and team assignments and class discussion. These activities build and refine skills that are vital to your future success in an international business environment, including communication, critical thinking, conflict management, teamwork, and leadership. Reading assignments provide an important foundation for class discussion and must be completed prior to each class session. Lectures will be used to highlight key points from the readings as well as provide additional information. The assignments and exercises will provide you with the opportunity to apply what you have learned to real world issues. Because each of you brings unique perspectives and experiences to the class, participation in class discussions and class exercises is essential to your own learning as well as that of your class members. Class discussions will be based upon your knowledge of the readings, cases, and exercises. In addition, I encourage you to reflect on how your own experiences might illustrate—or contradict—the concepts and theories we discuss in class.

#### II. EVALUATION AND STUDENT RESPONSIBILITIES

The following outline serves as a brief introduction to your various responsibilities throughout the quarter. Additional information on these assignments will be provided in class and are posted on the course website on T-square. Your learning will be evaluated based on the following requirements:

Individual Class Participation	15	points
Team Case Analysis Project	25	points
Team International Consulting Project	25	points
Midterm Exam (20 multiple-choice questions; open-book on Oct 20)	20	points
Final Exam (15 multiple-choice questions; open-book on Dec 15)	15	points
Total:	100	points

Optional Extra-credit Opportunities: Knowledge Show (2 points); Real World Application Essays (2 points)

90 and above	= A
80 – 89.99	= B
70 – 79.99	= C
60 – 69.99	= D
Below 60	= F

#### INDIVIDUAL CLASS PARTICIPATION (15 POINTS)

I believe that the best way to learn about cross-cultural management, and to practice communication skills that are so essential to be a successful manager in an international environment, is to actively participate in our class discussions and exercises. Your class participation grade will be based on your individual contributions during large class discussions, your contributions during group break-out sessions, and your engagement in class exercises. Please note that ***I also count your participation during guest speaker and student presentations as well as serving as a judge to evaluate student presentations.*** In order to encourage active participation during class, I expect each of you to have done the readings and come to class ready to discuss them. Furthermore, I expect you to participate fully in class exercises and be willing to discuss your experiences with your classmates. In order to fully participate in this class, you will need to be in attendance at all sessions, arrive on time, and treat your classmates in a respectful and professional manner. Effective and worthwhile participation includes the contribution of comments that demonstrate knowledge and integration of course material, building on responses of others, and critical, but respectful analysis of

others' comments. As such, your participation grade will be based on the evaluation of the following three items:

1. The frequency of your class contributions
2. The quality of your contributions (e.g., ability to draw on course materials and your own experience; ability to advance or sharpen our discussions; willingness to take risky or unpopular points of view; use of logic, precision, and evidence in making arguments)
3. The professionalism of your conduct (e.g., respecting class members and their contributions, and refraining from conduct that is distracting such as chatting when people are presenting and answering questions, coming to class late, and leaving class when a session is not finished yet).

You will need to be in attendance at all sessions, arrive on time, and leave after a session ends. If, for some reason, you need to miss class, it is essential that you notify me at least **2 hours** before class so I can make arrangements. If advance notice is not given, **2 points** will be taken off your class participation grade each time. The first two times you are absent but notify me at least 2 hours in advance, your class participation grade will not be affected. Starting from the third time, **1 point** will be taken off your grade for each absence that is accompanied with the minimum 2-hour advance notice.

Approximate Points	Description of Participation
13.5-15	<ul style="list-style-type: none"> <li>✓ Very high frequency (90-100% of class/team sessions).</li> <li>✓ Very high quality (given the above definition).</li> <li>✓ Very high professionalism (given the above definition).</li> </ul>
10.5-13.0	<ul style="list-style-type: none"> <li>✓ High frequency (70-89% of class/team sessions).</li> <li>✓ High quality (given the above definition).</li> <li>✓ High professionalism (given the above definition).</li> </ul>
7.5-10.0	<ul style="list-style-type: none"> <li>✓ Moderate frequency (50-69% of class/team sessions).</li> <li>✓ Moderate quality (given the above definition).</li> <li>✓ Moderate professionalism (given the above definition).</li> </ul>
4.5-7.0	<ul style="list-style-type: none"> <li>✓ Low frequency (30-49% of class/team sessions).</li> <li>✓ Low quality (given the above definition).</li> <li>✓ Low professionalism (given the above definition).</li> </ul>
1-4.0	<ul style="list-style-type: none"> <li>✓ Very low frequency (0-29% of class/team sessions).</li> <li>✓ Very low quality (given the above definition).</li> <li>✓ Very low professionalism (given the above definition).</li> </ul>

**Illness Policy and Death in Family Policy and Georgia Tech Athletic Department Policy and Georgia Tech ROTC Policy and other Military Commitment.** If you are ill for a class you must contact the Professor beforehand in order to be excused from that class. You must present or email the Professor a physician note or a note from a medical clinic you visited indicating that you are ill in order for your illness to be considered an excuse which will permit you to be excused from attending a class. If you have a validated death in your family you must contact the Professor beforehand in order to be excused from attending a class. If you will miss class due to participation in an official Georgia Tech intercollegiate athletic event or Georgia Tech ROTC activity you must contact the Professor beforehand in order to be excused from that class and you must provide to the Professor a letter from the Georgia Tech Athletic Department or Georgia Tech ROTC Department indicating what days you will be absent. If you have a military commitment you must contact the Professor beforehand in order to be excused from that class.

CASE ANALYSIS PROJECT (25 POINTS)

In this project, your team will present the major issues and challenges of an assigned case. Then, your team will need to raise questions and engage the class in interesting discussion and exercises. Finally, your team should wrap up class discussion and highlight key conclusions and insights. More details regarding this assignment will be discussed in class and posted on T-square. **No case write-up is required.**

#### INTERNATIONAL CONSULTING PROJECT (25 POINTS)

Your job is to act as a team of international management consultants who has been hired by the top management team of Scheller Inc., a U.S. based organization, which just decided to form a joint venture with another organization in a country that will be assigned to your team. Negotiations to identify the details of a potential joint venture agreement are about to commence and Scheller Inc. hired you to ensure the negotiations go as smoothly as possible. The newly established business would be located in the other country, but the Scheller top management team only has had very limited interactions with individuals from this country. Armed with the theory and principles that we discuss throughout the semester, your task is to provide an in-depth analysis of the range of factors related to doing business in this country and to offer relevant actionable guidelines to the top management team for engaging in a successful joint venture with the JV partner. By the end of the semester, your team will have produced an oral presentation. More details regarding this assignment will be discussed in class and posted on T-square. **No project write-up is required.**

#### MIDTERM EXAM (20 MULTIPLE-CHOICE QUESTIONS WORTH 1 POINT PER QUESTION; OCT 20<sup>TH</sup>) AND FINAL EXAM (15 MULTIPLE-CHOICE QUESTIONS WORTH 1 POINT PER QUESTION; DEC 15<sup>TH</sup>)

Materials for the exams will be drawn from the readings, lectures, exercises, videos, handouts, and our class discussions. Guest speakers' talks will **NOT** be covered in the exams. The exams are **open-book, open-note, individual** efforts. The final exam will **NOT** be cumulative and will cover materials after the midterm. No make-up exam is given except in the case of a documented medical or other emergency. Arrangements for a make-up exam **must** be made in advance of the regularly scheduled exam. Leave an e-mail message **prior to exam time** if you cannot reach me in person.

#### KNOWLEDGE SHOW (EXTRA CREDIT PROJECT; 2 POINTS)

Near the end of this class, you will have a chance to present what you have learned from class in a ***creative*** way and in conjunction with your ***personal interests and creativity***. Knowledge show will be conducted ***on an individual rather than team basis***. Each person who opts to do knowledge show (***please email me your intent of doing this extra credit project by noon Dec 2***) will be given 3-10 minutes class time of Dec 8 depending on how many students participating in this project to show his or her general takeaways from this class in a creative way. Past examples include:

1. Played guitar and sang a song created by the presenter to express how the knowledge from this class can be applied to the business world.
2. Discussed a picture drawn by the presenter beforehand to show your takeaways from this class.
3. Performed a short live skit to give an example of how what you learned from this class is related to the business world.
4. Played a short video clip on the presenter's interview with a CEO or executive on some cross-cultural management issues that are related to and can be solved by the theories that the presenter have mastered in this class.

Since this is an extra credit project, you are **NOT required** to do it.

#### "REAL WORLD" APPLICATION ESSAYS (EXTRA CREDIT PROJECT; 2 POINTS)

The theories and concepts taught in this course will only contribute to your business success if you learn to apply them to "real-life" situations. The objective of the application essays is to give you some practice in looking at the world through a cross-cultural, international management lens. For this extra-credit assignment, you should choose a "real-world" example of international (mis)management and analyze it in terms of the

concepts and theories from the class readings, lectures, and discussions. First, you will identify a “real world” event or problem that deals with one or more of the concepts in the course. The example you choose can be drawn from your personal experience, media coverage of a current event, or a book, television program, or movie (or anywhere else you can think of). Second, you should describe and diagnose the incident using knowledge from the course. You should also provide recommendations for how the situation might be improved (again, drawing on material from the course).

An essay should be between 2-4 double-spaced pages (12-point times new roman font, 1 inch margins). Each qualified essay you submit is worth **1 extra point**. If I choose you to present an essay in the class, you will get **2 points** for the essay and presentation. Your grade for this extra-credit project is **capped at 2 extra points**.

Since this is an extra credit project, you are **NOT required** to do it. If you choose to do it, please **submit your essays in the Assignments section, under Extra Credit Opportunities on T-square by 5pm Dec 8<sup>th</sup>**.

### **III. Grading**

I am happy to meet with you at any time during the semester to discuss the course material or your grade. Don't hesitate to arrange a meeting with me. The sooner you tackle any concerns or confusion you might have, the better you will feel and the better you will perform in class.

#### **GUIDELINES FOR DISPUTING A GRADE**

If you wish to dispute a grade on an exam or assignment, please do the following:

1. Return the exam or assignment to me along with a written statement describing the issue you have with your grade.
2. Indicate specific questions/items, which you would like me to consider, and back up your claims with specific notes, page numbers, etc.

I will accept and consider your concerns as long as they are made in writing and are given to me within a week of the return of the exam or assignment in question.

### **IV. Class Policies**

- Research evidence indicates that ***laptop use*** in class interferes with active listening and strongly undermines the quality of class discussion and student engagement in that discussion, a critical component of learning in this course. Therefore, I ***strongly discourage*** laptop use in class.
- You are expected to be aware of and abide by the **Georgia Institute of Technology's Academic Honor Code**: <http://www.catalog.gatech.edu/policies/honor-code/> or <http://www.catalog.gatech.edu/rules/18/>. Compliance with the Academic Honor Code also includes all aspects of the Honor Agreement signed by students as a condition of their enrollment in the College of Business. Any student suspected of engaging in behavior in violation of the Academic Honor Code or the Honor Agreement shall be referred to the Office of Student Integrity and the Office of the Dean of Students for appropriate action.
- **Accommodations for Students with Disabilities**. If you are a student with learning needs that require special accommodation, contact the Office of Disability Services at (404)894-2563 or <http://disabilityservices.gatech.edu/>, as soon as possible, to make an appointment to discuss your special needs and to obtain an accommodations letter. Please also e-mail me as soon as possible in order to set up a time to discuss your learning needs.

### **V. TENTATIVE CLASS SCHEDULE**

This schedule is tentative. Because the amount of time required to cover each topic tends to vary, topics may be changed or omitted depending on our progress throughout the semester.

Date	Topic
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August 25	Introduction to the Course
September 1	Israeli Culture (Guest Speaker); The Meaning and Importance of Culture
September 8	Rightpath Assessments (Guest Speaker); Understanding Cultural Differences (I)
September 15	Ukrainian Culture (Guest Speaker); <b>Case analysis: Wolfgang Keller at Königsbräu-TAK(A)</b>
September 22	Korean Culture (Guest Speaker); <b>Case analysis: Ellen More: Living and Working in Korea (A)</b>
September 29	<b>Introduction to Habitat Case Competition</b> ; Understanding Cultural Differences (II)
October 6	International Negotiation (Guest Speaker) ; <b>Case analysis: Black &amp; Decker-Eastern Hemisphere and the ADP Initiative (A)</b>
October 13	International Strategic Consulting (Guest Speaker); Leveraging International Resources and Capabilities
October 20	<i>Midterm Exam (20 multiple-choice questions; open-book)</i>
October 27	<b>Habitat Case competition</b>
November 3	<b>Chinese Culture Immersion; Case Analysis: eBay and Taobao in China</b>
November 10	Expatriate Career ; <b>Case Analysis: Hong Kong Disneyland</b>
November 17	Global Leadership; <b>Multicultural and Monocultural Simulation</b>
November 23-25	<b>Thanksgiving Break</b>
December 1	<b>International Consulting Presentation</b>
December 8	<i>Review for Final Exam</i>

## Resource Links

1. For great university-based resources, this site has been a mainstay for 15 years  
<http://globaledge.msu.edu/>

2. For Department of State (DOS) material  
<http://travel.state.gov>
3. Also for DOS: Country notes at  
<http://www.state.gov/misc/list/index.htm>
4. For overview of doing business in different countries and the employment of workers  
<http://www.doingbusiness.org/> Warning: some of the linked documents from this page are in local language.
5. General country background information at BBC site  
[http://news.bbc.co.uk/2/hi/country\\_profiles/default.stm](http://news.bbc.co.uk/2/hi/country_profiles/default.stm)
6. Deloitte Tax Guides and Country Highlights  
<https://dits.deloitte.com/#TaxGuides>
7. General IHR website with Q & A/Issue orientation  
<http://internationalhrforum.com/>
8. For Foreign Travel Alerts and General overview of conditions for countries, Check out U.S. Government Department of State  
<http://www.state.gov/>
9. You can search “doing business in *country name*” at the US department of commerce’s website  
<http://www.commerce.gov/>
10. Hofstede’s cultural dimensions,  
<https://geert-hofstede.com/countries.html>