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**MGT 4803TSR: Cross-Cultural Management**

***Syllabus for Spring 2016***

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| *Professor:* | Dong Liu, Ph.D. | *Office Hours:* | Mondays and Wednesdays:  12:30-13:30pm or by appointment. |
| *Office:* | COB 4313 | *Meeting time:* | Tuesday and Thursday 1:35-2:55pm |
| *Email:* | [Dong.liu@scheller.gatech.edu](mailto:Dong.liu@scheller.gatech.edu);  **Outside of office hours and class, email is the fastest way to get a hold of me.** | *Meeting Location:* | COB 221 |
| *Phone:* | 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*

Required Cases

<https://cb.hbsp.harvard.edu/cbmp/access/44202410>

**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 Objectives

There are five main goals this course is designed to accomplish:

* Help you understand the meaning of national culture, nationality as a socially constructed identity, and the role culture and nationality play in management.
* Help you 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.
* Increase your 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.
* Develop your cross-cultural skills and help you to be more effective when dealing with and managing people from various cultures. Help you to confidently and effectively communicate with individuals and groups whose objectives, attitudes, patterns of behavior, and cultural backgrounds are significantly different from your own.
* Develop your skills as a global leader – e.g., effective utilization of global human resources capabilities and minimization of the challenges of a multicultural environment through effective 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:

Class Participation 15 points

Class Attendance 10 points

Case Analysis Team Project 20 points

International Consulting Team Project 15 points

Midterm Exam 20 points

Final Exam 20 points

Total: 100 points

Extra-credit:

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

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). ***Failure to honor professionalism will result in a 2 point reduction each time.*** You are ***NOT*** allowed to have your cell phone ring and use your laptop or any other electronic or communication devices during class. ***Failure to honor this electronic device requirement will result in a 2 point reduction each time.***

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| **Approximate Points** | **Description of Participation** |
| 13-15 |   Very high frequency (90-100% of class/team sessions).    Very high quality (given the above definition).    Very high professionalism (given the above definition). |
| 11-12.5 |   High frequency (70-90% of class/team sessions).    High quality (given the above definition).    High professionalism (given the above definition). |
| 9-10.5 |   Moderate frequency (50-70% of class/team sessions).    Moderate quality (given the above definition).    Moderate professionalism (given the above definition). |
| 7-8.5 |   Low frequency (30-50% of class/team sessions).    Low quality (given the above definition).    Low professionalism (given the above definition). |
| 1-6.5 |   Very low frequency (0-30% of class/team sessions).    Very low quality (given the above definition).    Very low professionalism (given the above definition). |

class attendance (10 points)

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.

If you will miss class due to participation in **approved institute activities (such as field trips and athletic events; see** [http://www.catalog.gatech.edu/rules/4/#](http://www.catalog.gatech.edu/rules/4/) **for the institute absence policy),** you must contact the Professor beforehand in order to be excused from attending a class.

case analysis team project (20 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, debate, and/or 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. Students are required to stay on the same team for completing the two team projects. Each team member will need to submit ***two*** peer evaluations for the two team projects at Assignments of T-square based on your team project experience. ***Failure to submit a peer evaluation on timewill result in a loss of 2 points on the team project you are asked to evaluate.* No case write-up is required.**

international consulting team project (15 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 joint venture 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. Students are required to stay on the same team for completing the two team projects. Each team member will need to submit ***two*** peer evaluations for the two team projects at Assignments of T-square based on your team project experience. ***Failure to submit a peer evaluation on timewill result in a loss of 2 points on the team project you are asked to evaluate.* No project write-up is required.**

midterm exam (20 points; 1:35pm on March 3) and final exam (20 points; 6:00 pm on May 3)

Materials for the exams will be drawn from the readings, lectures, exercises, and our class discussions including videos. The final exam is **not cumulative** and covers only teaching materials after the midterm exam. Guest speakers’ talks will **NOT** be covered in the exams. 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.

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 will be given 3-10 minutes class time 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 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 concepts 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 ***0.5 extra points.*** If I choose you to present an essay in the class, you will get ***1 point*** 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.

**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**

This course requires that you uphold the following honor code standards:

* You are expected to be prepared and on time for all simulations, exercises, and case discussions. You may not show your confidential role instructions to any of your classmates.
* Do not discuss exercises or borrow/share notes with people not enrolled in the 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.
* **Special Accommodations:** Students requesting academic accommodations based on a documented disability are required to register with the Office of Disability Services.  Please obtain a form from their office and turn it in to me at the beginning of the semester.  The Office of Disability Services is located in the Smithgall Student Services Building, Suite 123.  The phone number is 404-894-2563.  <http://disabilityservices.gatech.edu/content/4/contact-us>.

**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.

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| **Date** | **Topic** |
| January 12 (week 1) | Introduction to the Course |
| January 14  (week 1) | Introduction to Cross-cultural Management |
| January 19  (week 2) | Israeli Culture (Guest Speaker) and Forming Teams for the Two Team Projects |
| January 21  (week 2) | The Meaning and Importance of Culture |
| January 26  (week 3) | Cross-cultural Communication |
| January 28  (week 3) | **Case analysis: Wolfgang Keller at Königsbräu-TAK(A)** |
| February 2  (week 4) | Understanding Cultural Differences I |
| February 4  (week 4) | **Chinese Culture Immersion and Movie (Taobao Vs. eBay in China)** |
| February 9  (week 5) | Korean Culture (Guest Speaker) and Discussion of **the Taobao Vs. eBay Case** |
| February 11  (week 5) | **Case analysis: Ellen More (A): Living and Working in Korea.** |
| February 16  (week 6) | Understanding Cultural Differences II |
| February 18  (week 6) | International Business Negotiation |
| February 23  (week 7) | Leveraging International Resources and Capabilities |
| February 25  (week 7) | **Case analysis: Black & Decker-Eastern Hemisphere and the ADP Initiative (A))** |
| March 1  (week 8) | Midterm Review |
| March 3  (week 8) | ***Midterm Exam*** and Introduction to the Habitat Case competition |
| March 8  (week 9) | International Strategic Consulting |
| March 10  (week 9) | Expatriate Career I |
| March 15  (week 10) | Expatriate Career II and Preparation for Habitat Case Competition |
| March 17  (week 10) | **Habitat Case competition** |
| March 21-25  (week 11) | **Spring Break** |
| March 29  (week 12) | Rightpath Assessments (Guest Speaker) |
| March 31  (week 12) | Global Leadership and Cross-cultural Negotiation |
| April 5  (week 13) | **Case Analysis: Hong Kong Disneyland** |
| April 7  (week 13) | **Multicultural and Monocultural Simulation** |
| April 12  (week 14) | Final Exam Review and Knowledge Show |
| April 14  (week 14) | International Consulting Project Presentations I |
| April 19  (week 15) | International Consulting Project Presentations II |
| April 21  (week 15) | Final Exam Prep Review I |
| April 26  (week 16) | Final Exam Prep Review II |
| May 3  (week 17) | ***Final Exam (6:00-7:20pm May 3rd in COB 221)*** |

**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>

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/](%20http://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>