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**Business Administration 495-001/Global Studies 411**  
**Cross-Cultural Management**  
**Fall 2007**

**Wednesday 5:30-8:10 PM LUB S250**

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Office Hours: Monday, Wednesday 2:00PM-4:00 PM  
or by appointment

**Text:** *International Management: Culture, Strategy, and Behavior* by R. Hodgetts, F. Luthans, and J.P. Doh. (6th Edition)

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**Description:**

This course is to provide you with an appreciation of the manner in which business cultures differ around the world and an understanding of the impact of these cultural differences in international management and negotiations. For this:

- We will focus on the development of “cultural intelligence” and cross-cultural skills.
- We will study how management theories related to organizational theory, cross-cultural organizational behavior, international human resource management, global leadership, multicultural teams, and business ethics in a global context.
- We will explore the concept of culture in depth, paying attention to the characteristics and levels of culture and its impact in business and management practice.
- We will use “metaphors” associated with several cultures at the national level to study their characteristics and the manner in which they do business.

**Format, Responsibilities, and Learning Elements:**

The course will include a range of learning opportunities, including lectures, case discussions, role-plays, and other experiential exercises to foster application of concepts highlighted in assigned readings. The class will be conducted as an interactive exchange. Students will take an active role in leading discussion, participating class simulation, and providing critical commentary. Each class will involve discussion and dialogue as major elements in the learning strategy, although lecture will be utilized to provide grounding for subject content. Individual participants will be responsible for completing reading assignments and participating in discussion of those readings.

## Course Evaluation

1.	Country analysis	20%
	2 individual assignments (@ 5%)	
	1 team assignment	10%
2.	Virtual Cross-cultural exercise	15%
3.	Exams (2)	50%
	Exam 1 (25%)	
	Exam 2 (25%)	
4.	Class participation	<u>15 %</u>
		100%

### 1. Country Analysis

**a. Individual**, written analyses are required for two countries. **You may choose any 2 countries out of 9 countries listed in the class schedule. An individual country analysis should NOT be submitted for a country that your group is presenting. Country analyses are due at the beginning of the session in which the country is discussed (*indicated in bold, in the class schedule*). One individual country analysis is required before Exam I (Country analysis of Brazil is considered as after Exam I).**

To complete the individual assignment, you need to do two types of research about a particular country. **1)** Research a particular country to identify one or two differences between the particular country and the US in terms of culture, political, legal, technological environment, etc. There are many research tools available online (such as, CIA-world fact book, World Bank doing business, PBS country report) to help you learn about a country. Papers are required to be fully referenced within the body of the paper and with a complete bibliography of sources. A lack of appropriate referencing is considered plagiarism.

**2)** Use a recent news report to illustrate the importance of understanding the difference(s) you have identified in doing business in that particular country. The news report should be less than 6 months old and from a serious source (such as The Wall Street Journal, International Business Review, Fortune, Business Week, The Economist, Milwaukee Journal Sentinel, etc.). You need to attach the news to your written assignment.

These assignments are limited to **two pages** (double spaced, essay style, 12 pt font size, not including the news article you need to attach) and additional discussion will not be reviewed. The page limit will help you focus both your thinking and writing.

**b. Team Analysis**, during the first class session, you will be asked to divide into teams of 3-4 students, depending on final class size. Teams are not assigned by the professor. **Students**

**choose their own team partners.** Because students select their own project partners, team management is the responsibility of each team member. Each team will be asked to carry out two group projects during the course of the semester. The first is the Team Country Analysis and the second one is the Virtual Cross-Cultural Exercise.

The Team Country Analysis involves two components **i)** leading and managing class discussion for a particular country listed in class schedule (**45– 50 minutes**) and **ii)** a written team analysis for the particular country.

**In addition to addressing the above issues and following the same research requirements as noted in the individual assignment, the team country analysis needs to identify the characteristics of the country’s culture and use a metaphor to describe her culture.**

The team is responsible for stimulating class discussion. Therefore, credit will be given for raising issues and questions that go beyond what is obvious and for creativity in involving the class. The following criteria will be used to evaluate your presentation.

- **Do the research:** Familiarize yourselves with the country’s culture and business landscape
- **Professionalism:** Do not read slides, make eye contact with audience, lead discussion, encourage sharing of questions/opinions, be respectful, address issues raised well, etc.
- **Engaging & Entertaining:** Make the audience interested, be energetic & passionate about the country you choose.
- **Time Management & Organization:** You have 45-50 minutes (including Q&A). Use it effectively.

**The team will turn in a three page (double spaced, essay style, 12 pt font size) written analysis to explain why the metaphor you use to describe the particular country’s culture is suitable and how it can help us better understand a recent cross-cultural management issues/international business event that you have found in a news report.**

### **Written Assignment Evaluation**

**For both individual and team country analysis,** I will use the following criteria to evaluate your written analysis. Exceptional analyses that demonstrate a solid of understanding of the culture differences, link your arguments with the current business event, show substantial insights, integrate concepts from the text and attempt to draw conclusions regarding the implications of the issue will receive 5 points. Analysis/commentaries that show general understanding of the culture differences, generally support your arguments, but do not fully draw conclusions or insights regarding the implications of the issue will receive 4 points. 3 points will be awarded to underdeveloped analyses/commentaries that make statements generally, but do not support positions or draw any conclusions. Zero points will be awarded to bullet lists that do not include support, evidence or rationale for the position.

## 2. Virtual Cross-Cultural Exercise

Cross-cultural management skills are accumulated through experiences. This team exercise is to provide you with a virtual experience of international business communication and collaboration with student partners from the City University of Hong Kong. In this exercise, your team and your partner team will work together on a group project through Internet based conference call. More detailed information will be handed out later in this semester (Oct 24). After the exercise, you team will be responsible for giving a 10-15 minute presentation on Nov 28. The evaluation of this exercise is based on the quality of both your oral presentation and your slides.

## 3. Exams

There will be two closed book exams that will cover the general topics in class. Cases and other material discussed in class (e.g., country analysis, current news articles) that are not necessarily in the textbook will also be included in the exam. The format of the exam may include short answer, multiple choice, country/case analysis, and short essay. Exams must be taken at the times indicated in the class schedule.

If you miss taking an exam on a scheduled exam date and time based on a valid excuse, you will be able to take a make-up for that exam. It is your responsibility to **1) supply me with documentation demonstrating the validity of your excuse, and 2) arrange with me a suitable data to retake the exam.** If you fail to take an exam on a scheduled date and time and do not have a valid excuse, you will receive zero credit for that exam. Valid excuses include sickness, religious holiday and family death. Invalid excuses include job interviews, family vacations, etc.

Occasionally I have made mistakes grading exams. If you believe that I have inordinately penalized you on an exam, you can appeal your exam grade following the below procedures:

1. Your appeal must be typed on 8 1/2 \* 12 inch white paper, double spaced, 12 pt font.
2. Your appeal must be turned in no later than 1 week after I distribute graded exams.
3. You must state specific reasons as to why you believe I have erred in grading your exam.
4. If an appeal is turned in, I reserve the right to re-grade any or all parts of the exam in addition to the appealed portion.

## 4. Class participation

An important aspect of learning by the case/simulation method is class participation. This approach, however, depends on students being thoroughly familiar with the details of the materials under consideration. The quality of individual preparedness in case discussions/simulations is important. Particularly for simulations, students need to “buy” into their roles in order to get the most out from the simulation games.

**Given that we only meet once a week, attendance is highly important. Missing only one class causes you to miss an important fraction of the semester. Attendance, however, is not participation and attending a class does not count towards participation, while not attending counts against it. Only documented University approved excusable absences will**

not be taken into account.

**Please do not allow cell-phones/communication devices to disrupt class. Unnecessary class disruption of this kind will negatively impact your participation grade.**

**To help me memorize your name and your participation in the class, I will take pictures for each student holding a name tag on the first day of class (September 5).**

Students should not expect to receive full points for participation. Simply being present does not warrant full credit, nor does frequent participation that does not advance the learning of the class.

### **Some Relevant Information**

#### **Adding/dropping a course**

Students have the option of registering a full semester class, adding a full semester class, and changing courses from credit/no credit or audit to graded basis or vice versa before **September 17, 2007**. Students may drop a class without W on record before **October 1, 2007**. Students may still drop a class before **October 26, 2007**, but will receive **W** on the academic record.

#### **Course Grade Scale**

The final grade distribution appears below:

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

### Class Schedule

<b>Date</b>	<b>Topics</b>	<b>Reading/Discussion/ Presentation Assignment</b>
Sep 5	Globalization And Worldwide Developments	Chapter 1
Sep 12	Differences Across Countries	Chapter 2 and Chapter 4 & The use of cultural metaphor
Sep 19	Managing Across Cultures	Chapter 5 Team Country Analysis 1 ( <i>Mexico</i> )
Sep 26	Organizational Culture and Diversity	Chapter 6 Team Country Analysis 2 ( <i>Japan</i> ) & 3 ( <i>Germany</i> )
Oct 3	Cross-Cultural Communication And Negotiation	Chapter 7 Team Country Analysis 4 ( <i>France</i> )
Oct 10	Cross-Cultural Communication And Negotiation	Case and Simulation: Cross Cultural Conflicts in the Corning-Vitro Joint Venture
Oct 17		Exam I Team Country Analysis 5 ( <i>Brazil</i> )
Oct 24	International Ethics And Social Responsibility	Chapter 3 Team Country Analysis 6 ( <i>Saudi Arabia</i> )
Oct 31	Personal Skill-Building Exercise	Use Gung Ho to understand culture differences
Nov 7	Managing Political Risk, Government Relations, And Alliances	Chapter 10 Team Country Analysis 7 ( <i>India</i> )
Nov 14	Cross-Cultural Communication And Negotiation	Simulation: Frankenfoods or Rice Bowl for the World: The U.S.-E.U. Dispute Over trade in Genetically Modified Organisms
Nov 21	International Human Resource Management	Chapter 14 and 15 Exercise "who to hire" Team Country Analysis 8 ( <i>Nigeria</i> )
Nov 28		Virtual Cross-Cultural Exercise Presentation
Dec 5	Leadership Across Cultures	Chapter 12 and 13 Team Country Analysis 9 ( <i>Russia</i> )
Dec 12		Exam II

\*\*\*\*\*Dates and topics are subject to change\*\*\*\*\*