Course Syllabus
IMS 6365
School of Management
The University of Texas at Dallas

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Course Information

Course

Course Number/Section	IMS6365.0I1.12F
Course Title	Cross Cultural Communications and Management
Term and Dates	FALL 2012 (Aug 27th – Dec 19th)

Professor Contact Information

Professor	Habte G. Woldu
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About the Instructor

Dr. Habte Woldu is a faculty member and foreign study trips coordinator at the School of Management, UT Dallas. Courses taught include Cross Cultural Communications and Management (online, on campus), Global Business (online, on campus), Area Studies: East and West Europe, Africa and Asia, and undergraduate section of International Business. Research interest: cross-cultural management, measuring cultural dynamics within demographic groups, East European Studies and African Economic Development.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

The course is designed for graduate students who have already taken organization behavior, international business and international marketing management.

Course Description

This course is designed to help students understand the importance of national and organizational cultures with the objectives of enhancing communication among individuals, organizations and nations in order to understand cultural differences and to be able to effectively manage those differences. The course deals with various issues related to complexity of culture, cultural orientation of different organizations and individuals and the mapping of world cultures through the cultural dimensions of Hofstede and others.

The course will enable students to develop skills of communications, managing cultural differences in a multicultural environment, and the art of negotiation so that international businesses can be effectively managed and business failures related to cultural blunders can be minimized. Finally, students through various contemporary studies will be able to understand the cultural dynamics that has been taking place globally.

Student Learning Objectives/Outcomes

Upon finishing this course, students are expected to manage the following core course objectives:

1   Recognize the impact of national cultural value system on the behavior of managers and business organizations.

2   Demonstrate the understanding of the cultural orientation of nations and organizations through cultural dimensions of organizational theorists: Adler, Hofstede, Laurent, McGregor and Laurent

3   Demonstrate the understanding of the challenges of team building and motivation of diverse manpower with a diverse cultural background.

4   Develop competency in oral, written and interpersonal communications through case presentation and research report.

Required Textbooks and Materials

Required Texts:
Nancy, Adler, International Dimensions of Organizational Behavior, 5th Edition, South-Western Thomson Learning, 2008

The textbook can be ordered online through Off-Campus Books or the UTD Bookstore. They are also available in stock at both bookstores.

Required Materials:

Articles (available at course site):

Bolton, Michele, Imitation Versus Innovation, Lesson to be learned from the Japanese, Organizational Dynamics, Vol. 21, November, 1993.

Dadfor, Hussein & Gustavsson, Peter, Competition by Effective Management of Cultural Diversity, International Studies of Marketing and Organization, 22(4), pp. 81-92.

Hofstede, Geert, The Cultural Relativity of Organizational Practices and Theories, Journal of International Business Studies, Fall, 1983, pp.75-89

Laurent, Andre, The Cultural Diversity of Western Conceptions of Management, Int. Studies of Management and Organization, Vol. XIII, No. 1-2, pp. 75-96

Suuatari, Vesa, Problems Faced by Western Expatriate Managers in Eastern Europe: Evidence provided by Finish Expatriates in Russia and Estonia, JEEMS 3/1998, pp.240-266

Woldu, H., Budhwar, P. and Parkes, C. (2006), A Cross-national Comparison of Cultural Value Orientation of Indian, Polish, Russia and American Employees, Int. J. of Human Resource Management, 17 (6): 1076-1094

Recommended Reference Texts (not required):

Chen, Ming-Jer, Inside Chinese Business: A guide for Managers Worldwide, Harvard Business School Press, Harvard Business School Press, 2001, pp45-65

Walker, Danielle, Walker, Thomas and Schmitz, The Guide to Cross-Cultural Success: Doing Business Internationally, McGraw Hill, 2nd edition, 2003

Schneider, Susan and Barsoux, J-L, Managing across Cultures, 2nd edition, Prentice-Hall, 2003

Ferraro, Gary, The Cultural Dimensions of International Business, 4th Edition, Prentice-Hall, Inc., Upper Saddle River, New Jersey, 2004

Shenkar, Oded, Global Perspectives of Human Resource Management, Prentice-Hall, Inc. Englewood Cliffs, New Jersey, 1995

Trompenaars, Fons, Riding the Waves of Culture: Understanding Diversity in Global Business, 2nd edition, 1998, McGraw Hill, 1998

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Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirement must be met to enable a successful learning experience.
Please review the important technical requirements on the Getting Started with eLearning (Pilot) webpage.

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Course Access and Navigation

This course was developed using a web course tool called eLearning. It is to be delivered entirely online. Students will use their UTD NetID account to login to the course at: http://eLearningpilot.utdallas.edu. Please see the course access and navigation information.

To get started with an eLearning course, please see the please see the Getting Started with eLearning (Pilot) webpage.

UTD provides eLearning technical support 24 hours a day/7 days a week. The services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service. The UTD user community can also access the support resources such as self-help resources and a Knowledge Base. Please use this link to access the UTD eLearning Support Center: http://www.utdallas.edu/elearninghelp.

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Communications

This eLearning course has built-in communication tools which will be used for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the eLearning Pilot Tutorials webpage for video demonstrations on numerous tools in eLearning Pilot.

Interaction with Instructor: The instructor will communicate with students mainly using the Announcements and Discussions tools. Students may send personal concerns or questions to the instructor using the course Email tool. The instructor will reply to student emails or Discussion board messages within 3 working days under normal circumstances. If you need to communicate live, you can write me or reach me by phone at my office every Friday between 10 and 12 am. This will be my "Cyber office hour time".

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Student Resources

The following university resources are available to students:

UTD Distance Learning: http://www.utdallas.edu/elearning/students/cstudents.htm

McDermott Library: Distance Learners (UTD students who live outside the boundaries of Collin**,** Dallas**,** Denton**,** Rockwall**,** or Tarrant counties) will need a UTD-ID number to access all of the library's electronic resources (reserves, journal articles, ebooks, interlibrary loan) from off campus. For UTD students living within those counties who are taking online courses, a Comet Card is required to check out materials at the McDermott Library. For more information on library resources go to http://www.utdallas.edu/library/distlearn/disted.htm.

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Student Assessments

Grading Information

Weights

Individual Mini-case Discussion Participation	15 %
Group Project	15 %
Midterm Examination	30 %
Final Examination	40 %
Bonus-Discussion on Reflection Businesses Overseas (on five short video clips)	5 %
Total	100% + 5%

Grading criteria

Scaled Score	Letter Equivalent
91 - 100	A
88-90	A-
86-87	B+
81-85	B
78-80	B-
75-76	C+
71-74	C
Less than 70	F

Accessing Grades
Students can check their grades by clicking "My Grades" under Course Tools after the grade for each assessment task is released.

Course Policies

Make-up exams
Make-up exams are allowed only if the condition for not taking the examination was extraordinary. A student who takes a make-up exam will earn a maximum of 80% if the reasoning for retaking the exam was not convincing to the instructor.

Late Work
Not accepted unless there is any special situation preventing a student to complete the work on time.

Class Participation
Students are required to login regularly to the online class site. The instructor will use the tracking feature in eLearning to monitor student activity. Students are also required to participate in all class activities such as discussion board activities, chat, conference sessions and group projects.

Virtual Classroom Citizenship
The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

Policy on Server Unavailability or Other Technical Difficulties
The university is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the UTD eLearning Help Desk: http://www.utdallas.edu/elearninghelp, 1-866-588-3192. The instructor and the UTD eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

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Participation in the mini-case discussion topics

Students are expected to provide comments and solutions to the posted questions and problems spelled out in the provided mini-cases. More expanded versions of the cases are available in Adler (your textbook).The short narrated mini-cases are found under "Mini-Case Profiles" under Course Material. As the cases reflect the contents and the objectives of the chapters under which they are listed, you need to read the chapters thoroughly. In order to have full credit, each student belonging to a particular group should participate in the assigned respective mini-case. Though each student is assigned to a specific mini-case discussion group, discussion grade assigned to each group member will be based on individual performance. Evaluation of participation will be based on quality, not on quantity of postings.

Students may also earn bonus points for their participation grade by contributing to the optional discussions on videos shown on the course site as well as on various articles which will be uploaded during the course of the semester.

Guideline on Mini-Case Discussion:
- Consider class room discussion. Remember quality of your posting is what counts; a posting such as "I agree with his or her point" will not have any significant merit for the course of the discussion and will not be rewarded.
- In order to avoid repetitive postings, try to be creative in your discussion. For example, you enrich the discussion session by including in the discussion your personal experience and by citing outside reading materials on similar topics. You can also post related published materials.

Group Projects

Groups will be selected for case studies/article summary. Each group will work on a separate case (article) and a 5-6 double-spaced page written report, which will be submitted on the specific due dates as indicated in the course schedule table. The summary should also be supported by 5-6 similar research papers from refereed journals and books.

The summary of the article should include:
a) Objective/s of the article
b) The problems/hypotheses the author/s seek/s to examine
c) The methods of research used in the analysis
d) The finding/s of the paper
e) The relevance of the article to comparative management
f) Conclusion
g) The strength and weakness of the article

Groups will be assigned at the beginning of the class and will be notified under Announcements. The instructor may also use a group sign-up sheet to form groups for group assignments or projects. A private discussion area will be set up on the discussion board for internal group communications. A group chat room can also be created for each group to use. A **web conference system** is available for use. Teams can schedule a live web conference for team work. Please see Web Conferencing page for instructions on making a reservation and other web conference information.

Participation in Group Project:

All students are expected to participate in group activities and share the group assignment works. Instructor will ask each group member to evaluate all other group members' participation. A Peer Evaluation Form will be submitted by each student. Based on the evaluation information, instructor will assign a group participation grade for each student. However, peer evaluation should be done on the due date of the project.

Group Project Grading Policy

Group Project grade will be assigned for all group members equally, however, if a group member didn't participate in the project fully, he/she may not be granted the same grade which is assigned for the group.

Assignment submission instructions

Locate the assignment in your eLearning Pilot course. You will submit your assignments in the required file format with a simple file name and a file extension. To submit your assignment, click the assignment name link and follow the on-screen instructions to upload and submit your file(s). For additional information on how to submit assignments, view the Submitting An Assignment video tutorial. **Please note**: each assignment link will be deactivated after the assignment due time. After your submission is graded, you may click each assignment's "Graded" tab to check the results and feedback.

For the group project assignment, one group member will submit the assignment for the group and all group members will be able to view the results and feedback once it's been graded.

Online Exams

- Mid-Term exam includes chapters 1-7 and articles: Hofstede, Laurent, Bolton, Dadfor & Gustavsson. Multiple choice and essay questions.
- Final exam includes chapters 8 -12 and special lectures 13 and 14 and articles: Dadfor & Gustavsson, Satuuri and Woldu. Multiple choice and essay questions.

Both midterm and final examination are conducted online and both exams should be taken within the scheduled time; however students may take make-up exam only under an extraordinary situation.

Students taking make-up exam may expect maximum 80% of the grade. In other words, 20% will be deducted for the make-up exam if the reason for taking the make-up exam was not convincing to the instructor.

You can access quizzes/exams by clicking the Exams link on the course menu or see the quiz/exam link on the designated page. Each quiz is timed and can be accessed only one time within the scheduled time window. Please read the on-screen instructions carefully before you click "Begin". After each quiz is graded and released, you may go back to the assessments and review your graded submission.

Web Conference Event (not required but with bonus points for participation)

Special Session: Web conference on video clips on "Managing business operations overseas: the cases of Saudi Arabia, India, Mexico, England and Japan".

After watching the video clips, prepare well ahead of time in order to fully participate in the web conference discussion. In order to participate in the web conference effectively you need to have a microphone connected to a computer with Internet access. Please make sure that your device works. Please see Web Conferencing information and also the course Web Conference page on how to access and use the Adobe Connect Pro web conference system.

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Academic Calendar

WEEK/ DATES	READING	Weekly Discussion on mini-cases	Group project assignments Due dates
1 08/27-09/02		Personal statement: introduction (on Discussion Board) Distribution of projects among groups	Aug 31 Sign up to a group by Aug 31
2 09/3-09/09	Ch. 1 An Introduction: Culture and Management	Discussion 1: Individualism collectivism: The German won't hire the Serbian daughter, Adler, p. 29 Group 1 members (**to participate in the discussion on individual basis**)	Sep 09
3 09/10-09/16	Ch. 2 How Cultural Differences Affect Organizations		Gr 1 Project Report on Hofstede Sep 16
4 09/17-09/23	Ch. 3 Communication across Cultures	Discussion 2: Activity of doing Vs. being: Kashmir Vs. Sweden, Adler, 2008, 31 Group 2 members	Sep 23

5 09/24-09/30	Ch. 4 Creating cultural synergy		Gr 2 Project Report on Laurent Sep 30
6 10/01-10/07	Ch. 5 Multicultural teams	Discussion 3: The long term versus the short term organizational cultures: Japanese and Canadian Negotiation Adler 2008, p. 32 Group 3 members	Oct 07
			Midterm Exam **Sat 10/06- Sun 10/07**
7 10/08-10/14	Ch. 6. Leading Globally		Gr 3 Project Report on: Dadfer and Gustavsson Oct 14
8 10/15-10/21	Ch. 7 Motivating people from around the world: Inspiring people to contribute	Discussion 4: What Motivates people in Different Cultures? A New Hotel in Tahiti, Adler p 187 Group 4 members	Oct 21
9 10/22-10/28	Ch. 8 Multinational decision making		Gr 4 Project Report on: Bolton : Imitation Vs. Innovation Oct 28
10 10/29-11/04	Ch. 9 Negotiating globally	Discussion 5 Trusting or Naïve: Canadian Employees and Filipino Manager Adler, 2008, p 46 Group 5 members	Nov 04
11 11/05-11/11	Ch. 10 Managing cross-cultural Transitions: Moving abroad and coming back home		Gr 5 Project Report on: Satuuri Nov 11
12 11/12-11/18	Ch. 11 A Portable life: The Expatriate Spouse	Discussion 6 Ethical Decision Making: Hazardous materials in West Africa Adler, 2008, p. 217 Group 6 members	Nov 18
13 11/19-11/25	Ch. 12 Global Careers: succeeding in the 21st century		Gr. 6 Project Report on: Woldu et al. Nov 25

14 11/26- 12/02	Lecture. 13 Special lecture: Human resource management strategies in Different Cultures	Discussion 7: Coaching Executives: public is public, and private is private: to be taken seriously, a woman executive must hide her role as a wife and a mother Adler, 2008, p. 302-304 Group 7 members	Dec 02
15 12/03- 12/09	Lecture 14: Special topic: Assessing East European Cultures	Reflection Discussion Based on: Managing Business Abroad- Video Clips 1-5 **Web Conference** Thurs. Dec. 6, 12:00 - 1:30 pm	Gr. 7 Project Report on: Global Leadership: Giving oneself for things far greater than oneself, Adler pp 159-162 Dec 09
16 12/15- 12/16			**Final Examination** **Sat 12/15 - Sun12/16**

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Scholastic Honesty

The University has policies and discipline procedures regarding scholastic dishonesty. Detailed information is available on the [UTD Judicial Affairs](#) web page. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

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Course Evaluation

As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester. An online instructional assessment form will be made available for your confidential use. A link to an online instructional assessment form will be emailed to you for your confidential use.

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University Policies

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to http://go.utdallas.edu/syllabus-policies for these policies.
These descriptions and timelines are subject to change at the discretion of the Professor.

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