

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

| [Course Info](#) | [Tech Requirements](#) | [Access & Navigation](#) | [Communications](#) | [Resources](#) |
[Assessments](#) | [Academic Calendar](#) | [Scholastic Honesty](#) | [Course Evaluation](#) | [UTD Policies](#) |

Course Information

Course

Course Number/Section	IMS6365.0W1.15F
Course Title	Cross Cultural Communications and Management
Term and Dates	FALL 2015 (Aug 24 th – Dec 17 th)

Professor Contact Information

Professor	Habte G. Woldu
Office Phone	972-883-6357
Email Address	wolduh@utdallas.edu
Office Location	SM 4.805
Web site	http://www.utdallas.edu/~wolduh

About the Instructor

Dr. Habte Woldu is a faculty member and Director of International Management Programs 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, quantitative analysis of 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):

- 1 Hofstede, Geert, The Cultural Relativity of Organizational Practices and Theories, Journal of International Business Studies, Fall, 1983, pp.75-89
- 2 Schwartz, Shalom, A Theory of Cultural Values and Some Implications for Work, Applied Psychology: An International Review, 1999, 48(1), 23-47
- 3 Laurent, Andre, The Cultural Diversity of Western Conceptions of Management, Int. Studies of Management and Organization, Vol. XIII, No. 1-2, pp. 75-96
- 4 Dadfar, Hussein & Gustavsson, Peter, Competition by Effective Management of Cultural Diversity, International Studies of Marketing and Organization, 22(4), pp. 81-92.
- 5 Bolton, Michele, Imitation Versus Innovation, Lesson to be learned from the Japanese, Organizational Dynamics, Vol. 21, November, 1993.
- 6 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
- 7 Das, T.K. and Rajesh, K., Interpretative schemes in Cross-national alliances, CCM 17 (2), 2009, pp 154-169
- 8 Josefchuk, Norah, Globalization: Is it Leading to cultural Convergence across Organizations? Southwest Review of International Business Research, Vol 17, No. 1, March, 2006, pp.
- 9 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

Recommended Article (not required):

Kumar, Rajesh, Brahmanical Idealism, Anarchial Individualism, and the Dynamics of Indian Negotiating Behavior, International Journal of Cross Cultural Management, 2004, Vol. 4, No. 1, pp 39-58.

[Top](#)

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 webpage](#).

[Top](#)

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://elearning.utdallas.edu/>. Please see the [course access and navigation information](#).

To get familiar with the eLearning tool, please see the [Student eLearning Tutorials](#).

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>.

[Top](#)

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 Tutorials webpage](#) for video demonstrations on numerous tools in eLearning.

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.

[Top](#)

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>.

[Top](#)

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” on the course menu 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.

[Top](#)

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. Participation grade will be based on your level of involvement. It is important to remember that the level of involvement will be evaluated by quality, not quantity. Your input as well as your dialogues/debates with your colleague’s mini-cases and group projects should bear substance and depth.

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. Each group can use the available group tools under its own group area in the course to communicate and collaborate within the group. A **web conference system** is available for use. Teams can schedule a live web conference for team work. Please see [Web Conferencing page](#) for web conference tool 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 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, Schwartz, Dadfer & Gustavsson. Multiple choice and essay questions.
- Final exam includes chapters 8 -12 and special lectures 13 and 14 and articles: Bolton. Suuatari, Das & Kumar, Josefchuk and Woldu et al.. 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 to My Grades page and click the quiz and the score link of the quiz to view 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 web conference tool.

[Top](#)

Academic Calendar

WEEK/ DATES	READING/Lecture	Weekly Discussion on mini-cases	Group project assignments Due dates
Week 1 Aug 24 –Aug 30	Ch. 1 An Introduction: Culture and Management	Personal statement: introduction (on Discussion Board) Discussion 0: Bus schedules in the Bahamas: Perception of time (all students to participate)	Aug 28 Sign up to a group by Aug 28

Week 2 Aug 31 – Sept 06	Ch. 2 How Cultural Differences Affect Organizations	Discussion 1: Individualism collectivism: The German won't hire the Serbian daughter, Adler, p. 29 Group 8 members (to participate in the discussion on individual basis)	Paper 1: Group project on Hofstede to be reported by Group 1 on Sep. 13
Week 3 Sept 07 – Sept 13	Ch. 3 Communication across Cultures	Discussion 2: Activity of doing Vs. being: Kashmir Vs. Sweden, Adler, 2008, 31 Group 7 members (to participate in the discussion on individual basis)	Paper 2: Group project on Schwartz to be reported by Group 2 on Sep. 20
Week 4 Sept 14 – Sept 20	Ch. 4 Creating cultural synergy	Discussion 3: The long term versus the short term organizational cultures: Japanese and Canadian Negotiation Adler 2008, p. 32 Group 6 members (to participate in the discussion on individual basis)	Paper 3: Group project on Laurent to be reported by Group 3 on Sep. 27
Week 5 Sept 21 – Sept 27	Ch. 5 Multicultural teams	Discussion 4: What Motivates people in Different Cultures? A New Hotel in Tahiti, Adler p 187 Group 5 members (to participate in the discussion on individual basis)	Paper 4: Group project on Dadfer and Gustavsson to be reported by Group 4 on Oct. 4
Week6 Sept. 28 – Oct. 04	Ch. 6. Leading Globally		
Week 7 Oct 05 – Oct 11	Ch. 7 Motivating people from around the world: Inspiring people to contribute Midterm	Chapters/lectures 1-7, includes: Articles, Hofstede, Laurent, Schwartz, Dadfer and Gustavsson	Midterm Exam Sat 10/10- Sun 10/11
Week 8 Oct 12 – Oct 18	Ch. 8 Multinational decision making	Discussion 5: Trusting or Naïve: Canadian Employees and Filipino Manager Adler, 2008, p 46 Group 4 members (to participate in the discussion on individual basis)	Paper 5 : Group project on Bolton to be reported by Group 5 on October 25

Week 9 Oct 19 – Oct 25	Ch. 9 Negotiating globally	Discussion 6 Ethical Decision Making: Hazardous materials in West Africa Adler, 2008, p. 217 Group 3 members (to participate in the discussion on individual basis)	Paper 6 : Group project on Suuatarari to be reported by Group 6 on Nov. 1
Week 10 Oct 26 – Nov 01	Ch. 10 Managing cross-cultural Transitions: Moving abroad and coming back home	Discussion 7: Is Bribery part of some cultures (unwritten code of language in some cultures), or an act of unethical business practice. Adler, 2008, p. 302-304 Group 2 members (to participate in the discussion on individual basis)	Paper 7 : Group project on Das and Kumar to be reported by Group 7 on November 8
Week 11 Nov 02 – Nov08	Ch. 11 A Portable life: The Expatriate Spouse	Discussion 8: 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 1 members (to participate in the discussion on individual basis)	Paper 8 : Group project on Josefchuk to be reported by Group 8 on November 15
Week 12 Nov 09 – Nov 15	Ch. 12 Global Careers: succeeding in the 21 st century	Discussion 9: based on Woldu et al., 2006 “A Cross-national Comparison of Cultural Value Orientation of Indian, Polish, Russia and American Employees, (discussed by all students)	
Week 13 Nov 16 – Nov 22	Lecture 13 Special lecture: Human resource management strategies in Different Cultures	Reflection Discussion Based on: Managing Business Abroad- Video Clips 1-5 Web Conference Thurs. Nov 19, 12:00 - 1:30 pm	
Week 13 Nov 23 – Nov 29		Fall Break	
Week 15 Nov 30 – Dec 06	Lecture 14 Special topic: Assessing East European Cultures	Discussion 10: “ We all are cracked pots : Based on the story in included in the mini-case document file, discuss how diversity is important for an organization. (discussed by all students)	

Week 16 Dec 07 – Dec 13	Final Exam	Chapters 8-14, includes Bolton, Suuatari, Das & Kumar, Josefchuk and Woldu et al.	Final Examination Sat 12/12 – Sun 12/13
----------------------------	------------	---	--

[Top](#)

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.

[Top](#)

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. Please watch for the email notification at your UTD email inbox with course evaluation access information towards the end of semester.

[Top](#)

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.

[Top](#)