

## **Course Information**

### **Course**

Course Number/Section	IMS6365.0W1.16F
Course Title	Cross Cultural Communications and Management
Term and Dates	FALL 2016 (Aug 22 <sup>th</sup> – Dec 15 <sup>th</sup> )

### **Professor Contact Information**

Professor	Habte G. Woldu
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Office hours	Tue, Thu 10:00- 11:30 am or Fri by appointment

### **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, 5<sup>th</sup> 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 Suutari, Vesa, Problems Faced by Western Expatriate Managers in Eastern Europe: Evidence provided by Finnish 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, 2<sup>nd</sup> edition, 2003

Schneider, Susan and Barsoux, J-L, Managing across Cultures, 2<sup>nd</sup> 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, 2<sup>nd</sup> 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.

**Technical Requirements**

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements <http://www.utdallas.edu/elearning/students/getting-started.html#techreqs> on the Getting Started with eLearning webpage <http://www.utdallas.edu/elearning/students/getting-started.html>.

**Course Access and Navigation**

The course can be accessed using the UT Dallas NetID account at: <https://elearning.utdallas.edu>. Please see the course access and navigation <http://www.utdallas.edu/elearning/students/getting-started.html#courseaccessandnav> section of the site for more information.

To become familiar with the eLearning tool, please see the Student eLearning Tutorials <http://www.utdallas.edu/elearning/students/eLearningTutorialsStudents.html>.

UT Dallas provides eLearning technical support 24 hours a day/7 days a week. The eLearning Support Center <http://www.utdallas.edu/elearninghelp> services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

**Communications**

This course utilizes online tools 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  
<http://www.utdallas.edu/elearning/students/eLearningTutorialsStudents.html> for video demonstrations on eLearning tools.

Student emails and discussion board messages will be answered within 3 working days under normal circumstances.

### **Distance Learning Student Resources**

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student AccessAbility, and many others. Please see the eLearning Current Students page <http://www.utdallas.edu/elearning/students/cstudents.htm> for details.

### **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, 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 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>. The instructor and the UTD eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

## **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.

Due to the large size of the class, weekly discussion topics are distributed to specific groups (see course calendar table). **Therefore only the assigned group members will participate in the discussion and participation grade will be assigned on individual basis.** However, the other class members can provide feedback and their own views in the general discussion area.

### 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.

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.

## 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 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 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 with Internet access. Please make sure that your device works beforehand. Please see [Web Conferencing](#) information and also the course “Web Conference” page on how to access and use the web conference tool.

## Academic Calendar

WEEK/ DATES	READING/Lecture	Weekly Discussion on mini-cases	Due dates
Week 1 Aug 22 –Aug 28	Ch. 1 An Introduction: Culture and Management	<b>Personal statement:</b> introduction (on Discussion Board)  <b>Discussion 0:</b> Bus schedules in the Bahamas: Perception of time ( <b>all students to participate</b> )	Post a self-introduction by <b>Aug 26</b>  Sign up to a group by <b>Aug 26</b>  Class discussion <b>Aug 22 – Aug 28</b>
Week 2 Aug 29 – Sept 04	Ch. 2 How Cultural Differences Affect Organizations	<b>Discussion 1:</b> Individualism collectivism: The German won’t hire the Serbian daughter, Adler, p. 29 <b>Group 8 members (to participate in the discussion on individual basis)</b>	<b>Discussion 1: Group 8 Members Discussion Aug 29 - Sep 04</b>  <b>Paper 1:</b> Group project on Hofstede by <b>Group 1, due date Sep. 11</b>

Week 3 Sept 05 – Sept 11	Ch. 3 Communication across Cultures	<b>Discussion 2:</b> Activity of doing Vs. being: Kashmir Vs. Sweden, Adler, 2008, 31 <b>Group 7 members (to participate in the discussion on individual basis)</b>	<b>Discussion 2: Group 7</b> Members Discussion <b>Sep 05</b> - <b>Sep 11</b>  <b>Paper 2:</b> Group project on Schwartz by <b>Group 2</b> , due date <b>Sep. 18</b>
Week 4 Sept 12 – Sept 18	Ch. 4 Creating cultural synergy	<b>Discussion 3:</b> The long term versus the short term organizational cultures: Japanese and Canadian Negotiation, Adler 2008, p. 32 <b>Group 6 members (to participate in the discussion on individual basis)</b>	<b>Discussion 3: Group 6</b> Members Discussion <b>Sep 12</b> - <b>Sep 18</b>  <b>Paper 3:</b> Group project on Laurent by <b>Group 3</b> , due date <b>Sep. 25</b>
Week 5 Sept 19 – Sept 25	Ch. 5 Multicultural teams	<b>Discussion 4:</b> What Motivates people in Different Cultures? A New Hotel in Tahiti, Adler p 187 <b>Group 5 members (to participate in the discussion on individual basis)</b>	<b>Discussion 4: Group 5</b> Members Discussion <b>Sep 19</b> - <b>Sep 25</b>  <b>Paper 4:</b> Group project on Dadfer and Gustavsson by <b>Group 4</b> , due date <b>Oct. 02</b>
Week6 Sept. 26 – Oct. 02	Ch. 6. Leading Globally		
Week 7 Oct 03 – Oct 09	Ch. 7 Motivating people from around the world: Inspiring people to contribute  <b>Midterm</b>	Chapters/lectures 1-7, includesArticles: Hofstede, Laurent, Schwartz, Dadfer and Gustavsson	<b>Midterm Exam</b> <b>Sat 10/08- Sun 10/09</b>
Week 8 Oct 10 – Oct 16	Ch. 8 Multinational decision making	<b>Discussion 5:</b> Trusting or Naïve: Canadian Employees and Filipino Manager Adler, 2008, p 46 <b>Group 4 members (to participate in the discussion on individual basis)</b>	<b>Discussion 5: Group 4</b> Members Discussion <b>Oct 10 -</b> <b>Oct 16</b>  <b>Paper 5:</b> Group project on Bolton by <b>Group 5</b> , due date <b>Oct. 23</b>
Week 9 Oct 17 – Oct 23	Ch. 9 Negotiating globally	<b>Discussion 6:</b> Ethical Decision Making: Hazardous materials in West Africa Adler, 2008, p. 217 <b>Group 3 members (to participate in the discussion on individual basis)</b>	<b>Discussion 6: Group 3</b> Members Discussion <b>Oct 17 -</b> <b>Oct 23</b>  <b>Paper 6:</b> Group project on Suuatari by <b>Group 6</b> , due date <b>Oct. 30</b>



Week 10 Oct 24 – Oct 30	Ch. 10 Managing cross-cultural Transitions: Moving abroad and coming back home	<b>Discussion 7:</b> 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 <b>Group 2 members (to participate in the discussion on individual basis)</b>	<b>Discussion 7: Group 2 Members Discussion Oct 24 - Oct 30</b>  <b>Paper 7:</b> Group project on Das and Kumar by <b>Group 7</b> , due date <b>Nov. 06</b>
Week 11 Oct 31– Nov06	Ch. 11 A Portable life: The Expatriate Spouse	<b>Discussion 8:</b> 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 <b>Group 1 members (to participate in the discussion on individual basis)</b>	<b>Discussion 8: Group 1 Members Discussion Oct 31 – Nov 06</b>  <b>Paper 8:</b> Group project on Josefchuk by <b>Group 8</b> , due date <b>Nov. 13</b>
Week 12 Nov 07 – Nov 13	Ch. 12 Global Careers: succeeding in the 21 <sup>st</sup> century	<b>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)</b>	Class Discussions <b>Nov 07- Nov 13</b>
Week 13 Nov 14 – Nov 20	Lecture 13 Special lecture: Human resource management strategies in Different Cultures	Reflection Discussion Based on: Managing Business Abroad- Video Clips 1-5  <b>Web Conference</b>	Class Web Conference Discussions: <b>Thurs. Nov 17, 12:00 - 1:30 pm</b>
Week 13 Nov 21 – Dec 27		Fall Break	
Week 15 Nov 28 – Dec 04	Lecture 14 Special topic: Assessing East European Cultures	<b>Discussion 10:</b> “ 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. <b>(discussed by all students)</b>	Class Discussions <b>Nov 28 – Dec 04</b>
Week 16 Dec 05 – Dec 11	<b>Final Exam</b>	Chapters 8-14, includes Bolton, Suuatar, Das & Kumar, Josefchuk and Woldu et al.	<b>Final Examination Sat 12/10 – Sun 12/11</b>

## **Comet Creed**

*This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:*

“As a Comet, I pledge honesty, integrity, and service in all that I do.”

## **UT Dallas Syllabus Policies and Procedures**

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.***