MGMT 5305 (ONLINE) CRN 27764
Cross Cultural Management
The University of Texas at El Paso
Spring 2021

Meeting Time and Days	Synchronous Meeting Time: Monday and Thursday 6:00-8:00 p.m. January 11, 14, 21, 25, 28, and February 1, 4, 8, 11, 15, 18.
Meeting Link	Online Synchronous Meeting (on Monday and Thursday) using Zoom link: https://utep-edu.zoom.us/j/88922909696?pwd=aHhzTFVDWldhcVo0QUJkR1JXQTF1UT09
Office Hours	Online Office Hours (on Friday 2:30-5:00 p.m.) using Zoom link: https://utep-edu.zoom.us/j/88941736628?pwd=bGhrM2J1NzFPSEVZUExPMEhVVnBWQT09
Instructor	Prajya Vidyarthi Faculty Profile: https://hb2504.utep.edu/Home/Profile?username=prvidyarthi
E-mail	Please use Blackboard email for course related emails. For non-course related emails use prvidyarthi@utep.edu.

Course Objectives

The primary objective of this course is to build conceptual and practical understanding required to cross-culturally interact with peers, managers, customers, and potential collaborators who may have a different cultural background and experience. These differences can either be a source of misunderstanding, conflict, and dysfunction, or the difference can be a reason for creativity, collaboration, and synergy. The former happens when one is ignorant, arrogant, unappreciative, and unprepared to deal with the differences, and the latter is possible when the differences is harnessed effectively to align values, communication, work relationships and team effectiveness to achieve high satisfaction and performance. This course is designed to help students navigate cross cultural aspect of diversity such they are better prepared to work in and to lead cross cultural domestic and international organizations including large global organizations. The course aims to develop critical thinking on topics such as the role of global manager, defining and describing culture, interactions across culture, decision making in cultural context, negotiation across culture, leadership, cross-cultural groups/teams, structure of international organization, and challenges of international assignment.

The course will draw from various perspectives including that of Human Resource Management, Organizational Behavior, Psychology, Sociology, and Social Psychology; however the emphasis will remain to guide a practicing manager learn cross-cultural management skills. Students are expected to have basic understanding and knowledge of organizational functions, thereby allowing the classes and discussions to focus on advanced topics and applications of cross cultural theories and practices.

The class format includes numerous learning method including online lecture, class discussion, project work, case analysis, and individual and group activity/exercises. This is because the purpose and comprehension of topics can be better achieved through multiple channels of learning. Class sessions (online synchronous) will be discussion-based. Reading, self-reflection, case studies, and individual/group projects will be emphasized. Class participation will be encouraged and expected. Students are encouraged to enrich the class by sharing their perspectives and experiences.

By the end of this course, students should be able to:

- Understand and appreciate individual differences in cultural identity and how that affect inter-personal interaction with a person of a different cultural identity.

- Gain knowledge of important concepts including stereotyping, discrimination, ethnocentrism, cultural intelligence, context, and inclusivity.

- Propose ways to resolve issues and concerns encountered in cross cultural differences so that organizational conduct and processes are more effective.

- Understanding the challenges of organizational leadership and motivating employees to obtain optimal performance in a cross cultural context.

- Analyze cases that are intrinsically intertwined with one or many aspects of cultural diversity. Propose ways in a given case to overcome the impending problems and to avoid the pitfalls to achieve optimum outcomes.

- Appreciation of the gains and challenges of facilitating cultural change process within organizations such that organizations continue to remain viable and profitable in a globalized environment.

- Develop skills to design HR and general management practices that are practical, innovative, effective and suitable to organization within their unique cultural context.

Learning Disclaimer

Students may vary in their competency level and you should expect to be successful *only if* you honor all course policies, complete all assigned work in good faith and on time, prepare adequately for assignments and exams, and meet all other course expectations of you as a student.

Text, Cases and Readings

- TextBook: Thomas, D. C., & Peterson, M. F. (2017). ***Cross-cultural management: Essential concepts.*** 4th Edition, Sage Publications. (website: https://us.sagepub.com/en-us/nam/cross-cultural-management/book249447#description)
- Cases in Course pack **MGMT 5305 - Cross Cultural Management** in the Harvard Business Publishing Education website: https://hbsp.harvard.edu/import/791250. The case list is:
    1. Making the Case Method Work for You

2. Toivonen Paper in the U.S.: Human Resource Implications of Foreign Corporate Ownership
3. Carlos Ghosn: The Rise and Fall of an Automobile Legend (A)
4. Lincoln Electric in China (A)
5. Camel's Milk and Lamb's Liver (A)
6. Coats Indonesia: Leadership Challenges in an Unfamiliar Culture
7. East versus West: Armada India's Ingenious Approach to HRM
8. Waking the Bear (A): "Danonizing" the Bolshevik Biscuit Factory
9. KEMET: Leading Change across Cultural Boundaries (A)

- Supplemental readings and exercises will be posted in Blackboard during the course.

Required Activity, Assignment, Project, Case, and Exam

Measure	Points
Participation and Activities	25
Project (Individual) Report	25
Case study (Group) Presentation	50
Mid-term Exam	50
Final Exam	50
Total Points	**200**

Grading Scale (in percentage)

A	90-100 %
B	80-89.99 %
C	70-79.99 %
D	60-69.99 %
F	Below 60 %

Blackboard

Blackboard is an online learning management system (accessed through https://my.utep.edu/) which will be used as the medium for this course. All communication, assignments, class materials, and exams, and dissemination of grades will occur through Blackboard. My recommendation is to check Blackboard on regular basis for any announcements and updates.

Online participation, discussion and activities – In order to get credit for participation, students need to come to online class prepared, contribute to class discussion by sharing/highlighting ideas/issues pertinent to the course topic, and possibly share material

(newspaper or magazine articles, and/or clippings) that add to the topic of class discussion. Furthermore, students will be required to participate in several activities/exercises that are relevant to the topic of discussion. These exercises may include briefly summarizing the material, discussing opinion, writing short papers/paragraphs and explaining relevance to the topic. Group activities are composed of work in small groups for class exercises and debates. Each group will be asked to discuss issues and concerns regarding aspects of cross-cultural OB/HR and present or submit their work. The topics can be from textbook or outside. Credit for class participation count towards the final grade. Credit for attendance, individual contribution and group participation count 25 points towards the final grade.

Project work – Students are required to do an individual project that will consist of in-depth study of culture of one country (other than U.S. and Mexico). The project involves selecting a target country and researching their culture such that your report becomes a useful guide to a business traveler to that country. The study should include aspects of history, language, religion, events, artifacts, symbols, legal and political framework, and business environment. The project should culminate in a detailed report. The final project report should be of 6-8 pages long (excluding title, reference, tables, figures, appendices). The class project will contribute 25 points towards the final grade.

Case Study – A major component of the coursework will involve case study method. Students will be divided in groups (3-4 students) and each group will lead discussion on an assigned case. On the designated day the group will first present a summary of the case. The group is encouraged to use powerpoint (10-15 slides) for about 20-30 minutes. This shall be followed by review and answer of 5 questions that students have identified to be discussed in the class. This shall take about 20-30 minutes. The total time taken should not exceed 60 minutes. Members of the group should involve the whole class in discussing the case questions. The discussion questions should be shared with the class at least 3 days in advance. The case study (leading summarization and discussion questions) will contribute 50 points towards the grade. The list of assigned cases and the group student members will be posted in blackboard as soon as it is finalized. **Note:** All students are expected to have access to the cases from website https://hbsp.harvard.edu/import/791250

Mid-Term Exam - There will be one online mid-term exam in the middle of course calendar. This exam will comprise multiple choice and/or case-study format questions. This Exam will count 50 points towards the final grade.

Final Exam – There will be one online final exam comprising multiple choice and/or short-answer type, and case-study format questions. This will be based on material covered in class and assigned readings. The final exam will count 50 points towards the final grade.

Note (on Exam):

Exams will be administered online through Blackboard. You should be prepared to use Respondus Lockdown Browser and Respondus Monitor. Respondus Monitor will require the use of a webcam to verify your identity, your testing environment, and monitor your actions during the exam. Respondus Monitor uses artificial intelligence to alert me to cheating and other suspicious behavior—I can then go and review the video evidence from your webcam. In other words, treat this exam just the same as you would for an exam proctored in the classroom. Thus, you are required to have an internet-connected device with the Respondus Lockdown Browser installed for taking the exams. Respondus Monitor does not require any additional installation besides installing the Lockdown Browser. For an introduction to Respondus Lockdown Browser watch https://www.youtube.com/watch?v=XuX8WoeAycs. For instructions on installing the browser see https://www.utep.edu/technologysupport/_Files/docs/MM_Respondus-Student.pdf. In case you need additional support please contact UTEP Blackboard/IT helpdesk.

Course Policies

Participation

This is an online course and your participation in class is required—i.e., you must participate to be successful in the course. Because participation is a required component, you are expected to:
- Read/view all assigned chapters and course materials to ensure understanding of the topics
- Participate in engaging discussions with your peers
- Complete all activities under each weekly module (assignments etc.)
- Complete all major assignments, project, case leadership, and the final exam

Remember that preparation is important to contribute effectively to class discussions. Thus, you should read the assigned material *before* participating in each class.

Late Work

Most deadlines are set for 11:59 pm each before the next synchronous class day (see course calendar for specifics). Deadlines are firm. Any assignments which are turned in after the deadline (date and time) are late and will not be accepted or only partially graded.

Technology Requirements

This is an online course delivered via Blackboard, thus you will be expected to have daily access to a computer, the internet, and email. You will need a stable internet connection to participate in the class along with a supported web browser (Blackboard works best with Google Chrome and Mozilla Firefox; other browsers may cause problems with Blackboard).

Besides an internet connected computer, you will need speakers/headphones, a webcam, and a microphone (most modern laptops have all of these features built in). In addition to the hardware, you will need the following software installed: Microsoft Office, Adobe Acrobat Reader, Adobe Flash Player, QuickTime, and Java. Make sure all your hardware and software are up-to-date to access all parts of the course.

If you encounter technical difficulties with your computer, software, or Blackboard at any point during the semester, please contact the Help Desk at 915-747-4357 or helpdesk@utep.edu.

If you do not own a computer or have personal access to the internet, there are computers accessible to you in UTEP's computer labs that are connected to the internet. For further information on computer labs, please see the following website: https://www.utep.edu/technologysupport/.

Professionalism (Netiquette)

The use of the internet to work remotely is commonplace in today's organizations and this way of working comes with new and updated professionalism and etiquette guidelines. In this class, I expect all students to engage in good "netiquette" (network etiquette) behavior. The UTEP Netiquette Guide for Online Course can be found here: https://www.utep.edu/extendeduniversity/cid/_Files/docs/faculty-resources/student-orientation/NetiquetteGuideforOnlineCourses.pdf. In the corporate world, violating these netiquette guidelines is a good way to isolate yourself from the team and miss out on promotions and positive performance evaluations. In some organizations, violations may also be cause for termination.

Protocols of Communication

All students are welcomed and encouraged to communicate with the instructor on issues relating to the course, assignments, grading, or other issues. The best way to contact me is live during online office hours. The second-best way to contact me is through Blackboard Messages/emails. Since I get a variety of email each day, messaging me through Blackboard will ensure I read your email. All communication between student and instructor and between student and student should be respectful and professional (see netiquette above). Your Miners Email is the only official student email at UTEP and I will only communicate with you via your Miners Email or Blackboard. You are responsible for checking your Miners Email account and Blackboard regularly.

Course Accessibility

It is my goal that this class be an accessible and welcoming experience for all students, including those with disabilities that may impact learning in this class. If anyone believes the design of this course poses barriers to effectively participating and/or demonstrating learning in this course, please contact me (with or without a Center for Accommodations and Support Services (CASS) accommodation letter) to discuss reasonable options or adjustments. During our discussion, I may suggest that you contact CASS (Union East 106; 915-747-5148; cass@utep.edu) to talk about academic accommodations. You are welcome to talk to me at any point in the semester about course design concerns, but it is always best if we can talk at least one week prior to the need for any modifications.

Academic Honesty

Academic Integrity and Scholastic Dishonesty

Scholastic dishonesty in any form will not be tolerated and will be dealt with strictly in accordance with UTEP's *Handbook of Operating Procedures* and the Regents' *Rules and Regulations.* Please review the policies to learn your rights, obligations, and responsibilities at https://www.utep.edu/student-affairs/osccr/student-conduct/academic-integrity.html.

There is a strict "zero tolerance" policy toward cheating, plagiarism, and other forms of scholastic dishonesty as they relate to all aspects of this course, its assignments, exams, and all other activities. Any student caught violating any policy in the *Handbook of Operating Procedures* will receive an "F" for the course and will be referred to the Office of Student Conduct and Conflict Resolution for further action.

Plagiarism

I may use tools such as Blackboard's SafeAssign to check and prevent plagiarism in all written assignments in this course. SafeAssign is a tool used to prevent plagiarism and to help students identify where to properly attribute sources. It compares submitted assignments against internet, document archives, and other databases to identify areas of overlap between the submitted assignment and existing works. Accordingly, you must submit your assignments electronically through Blackboard by the date and time the assignment is due. After the assignment is processed, the instructor will receive a report that states if and how another author's work was used in the assignment. For a more detailed look at this process, visit https://help.blackboard.com/Learn/Student/Assignments/Assignments_SafeAssign. Although your paper may be returned with a grade, no grade is final until a satisfactory report from SafeAssign has been received.

Student Resources

Technology Support

This is an online course that depends on reliable technology and access to Blackboard. If you have any technology or Blackboard related questions or issues this semester, please contact the Technology Support Help Desk 24/7 by phone, email, or chat. All of their contact information is available on their home page at https://www.utep.edu/technologysupport/index.html.

University Library

This course requires you to know where to find and how to use the best available evidence regarding management practices and processes. Libraries are your best source for this information. You are expected to know how to use the library's resources. If you are not familiar with using the library, please ask for assistance from the library's personnel, take workshops provided by the library, or visit the library's website (https://www.utep.edu/library/).

The subject librarian for the College of Business Administration is Lilia Fernandez. Feel free to contact her with any of your research or library needs (https://www.utep.edu/library/people/subject-specialist.html).

University Writing Center

Effective business writing is one of the biggest weaknesses that managers have (and consequently one of the best opportunities to distinguish yourself by doing it well). Since effective writing will be part of your evaluation on written assignments, I recommend you schedule an appointment with the University Writing Center for help with your writing. The University Writing Center offers writing support to UTEP students at every level, in every discipline. Trained peer consultants provide help at every stage of the writing process, including understanding assignments, researching, drafting, revising, incorporating sources, and learning to proofread and edit. The writing center's purpose is not merely to fix papers or to make better writers, but to teach writers strategies to navigate complex situations for writing, both in and outside the university. Consultations are available for individuals and groups. To make the best use of the writing center, visit far enough before the assignment due date to allow yourself time to revise after your consultation. You may find it helpful to browse the writing resources on their website (https://www.utep.edu/uwc/) or arrange appointments. You can contact them by phone (915-747-5112) or schedule an appointment on their website. The center is located in the Library, room 227.

Disclaimer

This syllabus, with its course schedule, is based on the most recent information about the course content and schedule planned for this course. Its content is subject to revision as needed to adapt to new knowledge or unanticipated events. Updates will remain focused on achieving the course outcomes. Students will be notified of changes and are responsible for attending to such changes or modifications posted on the Blackboard site for this course.

Other Notes:

- Students are responsible for all the chapters in the textbooks and any additional assigned readings. Because only limited number of topics can be covered during the class hours, all the materials in the text, whether or not covered in class, will be on the examinations.

- Students are expected to comply with acceptable behaviors in accordance with the standards of the College of Business Administration and UTEP. Any deviation from the norms will be dealt with the provisions and policies of the College and the University.

- Specific rubrics will be used for specific work. However a general grading rubric may look like:

Criteria	Levels of Achievement		
	Proficient (4-5)	**Competent (2-3)**	**Novice (0-1)**

Completeness (33%)	Work is complete based on prompt/format and have good amount of relevant content	Work is mostly complete based on prompt/format and have satisfactory amount of relevant content	Work is incomplete based on prompt/format and lacks relevant content
Quality (33%)	Exceeds expectations and demonstrates critical thinking	Meets minimum expectations and demonstrates some critical thinking	Below expectation and lacks critical thinking
Timeliness (33%)	Initial work is posted before due date i.e. earlier is better	Works and comments are posted on due date	Work after due date

Class Schedule and outline

The following schedule is subject to change in the event of extenuating circumstances, by mutual agreement, and/or to ensure better student learning. All changes will be announced on Blackboard.

Session	Date	Chapter/Topic and Case	Case Study (Group)	Comment/Exam/Due-date
#1	January 11	• Introduction and Syllabus • Chapter 1: The Challenging Role of the Global Manager	N/A	
#2	January 14	• Chapter 2: Describing Culture: What It Is and Where It Comes From • Case: Making the Case Method Work for You		
#3	January 21	• Chapter 3: Comparing Cultures: Systematically Describing Cultural Differences • Case: Toivonen Paper in the U.S.: Human Resource Implications of Foreign Corporate Ownership		
#4	January 25	• Chapter 4: How Culture Works: Fundamentals of Cross-Cultural Interaction • Case: Carlos Ghosn: The Rise and Fall of an Automobile Legend (A)		
#5	January 28	• Chapter 5: The Manager as Decision-Maker: Cross-Cultural Dimensions of Decision-Making • Case: Lincoln Electric in China (A)		
#6	February 1	• Chapter 6: The Manager as Negotiator: Communicating and Negotiation Across Cultures • Case: Camel's Milk and Lamb's Liver (A)		Mid-term Exam (during non-meeting time in the week)
#7	February 4	• Chapter 7: The Manager as Leader: Motivation and Leadership Across Cultures • Case: Coats Indonesia: Leadership Challenges in an Unfamiliar Culture		

#8	February 8	• Chapter 8: The Challenge of Multicultural Work Groups and Teams • Case: East versus West: Armada India's Ingenious Approach to HRM		Project work due date for countries in North and South America
#9	February 11	• Chapter 9: The Challenges of International Organizations: Structure and Culture • Case: Waking the Bear (A): "Danonizing" the Bolshevik Biscuit Factory		Project work due date for countries in Asia and Africa
#10	February 15	• Chapter 10: The Challenge of International Assignments • Case: KEMET: Leading Change across Cultural Boundaries (A)		Project work due date for countries in Europe and Australia
#11	February 18	• Final exam		