

CULTURAL ISSUES IN GLOBAL MANAGEMENT

MANA 7354

SUMMER 2021

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COURSE OVERVIEW

A major factor of your future career success in an increasingly global business environment is your ability to relate to and work with diverse cultures. Cultural intelligence (CQ) refers to how people adapt to environments that are different than the ones in which they were socialized. Culturally intelligent managers make better decisions in cross-cultural contexts, they are better at communicating across cultures and they can bridge cultural divides in an organization.

We will tackle the following learning objectives, with the goal of expanding your cultural intelligence:

1. Understand the importance of cross-cultural awareness
2. Analyze various cross-cultural frameworks
 - o Hall's cross-cultural framework
 - o Hofstede's cross-cultural framework
 - o Trompenaars and Hampden-Turner's cross-cultural framework
3. Apply cross-cultural frameworks to specific situations with the goal of developing *cultural metacognition*, the ability to interpret cultural cues and respond to them effectively

REQUIRED COURSE MATERIAL

Trompenaars, F. & Hampden-Turner, C. *Riding the Waves of Culture: Understanding Diversity in Global Business*. McGraw-Hill. (Any edition).

Harvard Business Publishing Education coursepack: <https://hbsp.harvard.edu/import/834091>

STUDENT EVALUATION

REQUIREMENTS	POSSIBLE POINTS
Self-assessment	50
Country analysis	50
Midterm case analysis	50
Final case analysis	100
Discussions	40
Total	290

GRADE DISTRIBUTION (%)

A	93-100
A-	90-92
B+	87-89
B	83-86
B-	80-82
C+	77-79
C	73-76
C-	70-72

PROFESSIONAL CONDUCT

All students are expected to adhere to the ethical principles described in the Bauer Code of Ethics and Professional Code. You can find this code at www.bauer.uh.edu/BCBE/BauerCode.htm

Although no particular points have been assigned to this component of your grade, unprofessional behavior will result in a grade deduction at the discretion of the professor.

TECHNICAL REQUIREMENTS

In order to facilitate communication and encourage collaboration in this asynchronous class, we will use both Blackboard and Microsoft Teams. It is each student's responsibility to join our MANA 7354 Team and stay updated with all the information and assignments in this class. All content on Teams will be available starting June 7th, the first day of class.

Although there is an app for Microsoft Teams, I strongly recommend that you download Microsoft Teams for your laptop/computer. You can access Microsoft Teams through our AccessUH homepage. If you need any help with setting up Microsoft Teams, please email me at msebastijanovic@uh.edu

If any issues arise during completion of your assignments, make sure to take a screen shot of the error so that you can better communicate that issue with me and/or Blackboard staff. **Do not wait until the last minute to submit your assignments, make sure to plan ahead!**

SELF-ASSESSMENT

You are required to complete a self-assessment based on Hall's cultural framework and then write a self-reflective analysis. This assignment is posted on Microsoft Teams, Week 1 channel. It is worth 50 points and it is due on June 13th. Late submissions are penalized 10 points per calendar day.

COUNTRY ANALYSIS

This assignment can be completed individually or in a group of two students. Select a country of interest and create a new channel on our Microsoft Team for that country. You will be the

owner(s) of that channel and responsible for creating your own content. The goal is to create an online training manual for someone going on a work assignment to the country that you selected. Specific instructions on how to create channel content and the type of content that must be included are posted on Microsoft Teams, Week 2 channel. You must finalize your channel content by June 20th. Late submissions are penalized 10 points per calendar day.

MIDTERM CASE ANALYSIS

The midterm case analysis is based on the two-part case from our coursepack. Applying what you have learned about cultural differences, you are required to discuss what went wrong with the communication process described in these cases. This is a "public" case analysis, meaning that you will be able to see each other's answers. This way, we will be able to see the variety of our perspectives. Detailed instructions for the assignment are posted on Microsoft Teams Week 3 channel. Due date is June 27th. Late submissions are penalized 10 points per calendar day.

FINAL CASE ANALYSIS

This assignment is based on the last case from our coursepack. The assignment is posted on Microsoft Teams Week 4 channel. It is due on July 5th. Late submissions are penalized 10 points per calendar day.

DISCUSSIONS

To help us get to know each other and to create a learning community in this asynchronous class, we will have two discussion activities on Microsoft Teams. Students are expected to create their own original discussion post during Week 1 and Week 2, as well as comment on other students' posts. Specific discussion prompts are available on channels for Week 1 Week 2. Late submissions are penalized 10 points per calendar day.

TENTATIVE COURSE SCHEDULE

DATE	TOPIC	ASSIGNMENTS
Week of 6/7	Introduction to cross cultural management; Hall & Hall's cross-cultural framework	Self-assessment (due 6/13) Week 1 discussion post (due 6/13)
Week of 6/14	Hofstede's cross-cultural framework	Country analysis (due 6/20) Week 2 discussion post (due 6/16)
Week of 6/21	Trompenaars and Hampden-Turner's cross-cultural framework	Midterm case discussion due (6/27)
Week of 6/28	Application of cross-cultural frameworks	Final case discussion (due 7/5)

EXCUSED ABSENCE POLICY

Regular class participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston [Undergraduate](#)

[Excused Absence Policy](#) and [Graduate Excused Absence Policy](#) for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Additional policies address absences related to [military service](#), [religious holy days](#), [pregnancy and related conditions](#), and [disability](#).

RECORDING OF CLASS

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the [Center for Students with DisABILITIES](#). If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with *anyone* without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

SYLLABUS CHANGES

Due to the changing nature of the COVID-19 pandemic, please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible through email/Blackboard announcement.

ACADEMIC HONESTY

The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Undergraduate Student Catalogue. Students are expected to be familiar with this policy:

<http://www.uh.edu/academics/catalog/policies/academ-reg/academic-honesty/index.php>.

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

The University of Houston complies with Section 504 of the Rehabilitation Act of 1973 and the American with Disabilities Act of 1990, pertaining to the provision of reasonable academic accommodation for students identified as disabled under the law. In accordance with 504/ADA guidelines, UH strives to provide reasonable academic accommodation to students who request and require them. If you believe you have a disability requiring an accommodation, please contact the Center for Students with DisABILITIES at 713-743-5400 or <http://www.uh.edu/csd/>.

COURSE EVALUATIONS

The CBA has a policy that requires all of its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their

performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to instructors and the CBA through the evaluation process.

CAPS STATEMENT

Counseling and Psychological Services (CAPS) can help students who are having difficulties managing stress, adjusting to college, or feeling sad and hopeless. You can reach CAPS (www.uh.edu/caps<<http://www.uh.edu/caps>>) by calling 713-743-5454 during and after business hours for routine appointments or if you or someone you know is in crisis. No appointment is necessary for the "Let's Talk" program (http://www.uh.edu/caps/outreach/lets_talk.html), a drop-in consultation service at convenient locations and hours around campus