

**CULTURAL ISSUES IN GLOBAL MANAGEMENT**  
**MANA 7354**  
**Dr. Marina Sebastijanovic**

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**COURSE OBJECTIVE:**

The main objective of this course is to help you develop a deeper understanding of cross-cultural management issues. During our visit to Panama City and surrounding areas, we will observe and experience first-hand some of the characteristics of Panama's national culture. Through assigned readings, assignments and company visits, we will also examine important characteristics of organizational cultures.

**STUDENT EVALUATION:**

REQUIREMENTS	POSSIBLE POINTS
Paper	100
Professional conduct	100
Discussions	50
Total	250

**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
D+	67-69
D	63-66
D-	60-62
F	<59

## **PROFESSIONAL CONDUCT:**

All Bauer 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](http://www.bauer.uh.edu/BCBE/BauerCode.htm)

Students are expected to conduct themselves as follows:

Timely arrivals and departures – keep in mind that you are a part of a group and that we ALL have a schedule to follow. Bus will always depart on time; daily departure times will be announced to the group in advance. If you miss the bus, you are on your own. Do NOT show up at a host site and ask to be admitted alone. Your grade will be dropped one full letter if you miss the bus.

Attention during host site visits – your full attention is expected during tours and company visits. Avoid unnecessary discussion with others, walking in and out of meeting rooms, wandering off etc. Use of cell-phones is NOT allowed. If allowed, we will have designated times to take photos. As a rule of thumb, always ask before taking photos. “Sneaking in photos” is strictly prohibited.

Dress code – business casual attire is required; more specific requirements will be discussed during the mandatory orientation.

Respect for hosts and other students – treat everyone in a respectful manner; you are not only representing yourself, you are representing the University of Houston.

Although 100 points have been assigned to this component of your grade, unprofessional behavior in Panama may lead to additional grade penalties at the discretion of the professor (including a grade of F for the course).

## **DISCUSSIONS:**

During our week in Panama, we will visit several companies. You are required to conduct a daily debriefing of your experiences and post it to Microsoft Teams before 11.59pm. Your goal is to highlight observed situations/behaviors that reflect various characteristics of Panama’s culture. You will be assigned (or may select on your own) a group of four students to work with to complete your daily debriefing. In addition, each student is required to create an introduction post on the Introductions channel on Microsoft Teams during the first week of class.

## **PAPER:**

The goal of this paper is to analyze Panama’s national culture using one of the cross-cultural frameworks that we cover in this class. You can complete this assignment alone or in a group. If you choose to work in a group, you must select your own group members, with no more than four students per group.

Your research starting point will be the readings and videos posted on Microsoft Teams, but in order to complete this assignment you will need additional sources of information. Find at least 4 more research articles about various aspects of Panama's national culture that you find useful and interesting. I recommend that you use the Business Source Complete and PsychINFO UH library databases to find appropriate articles. At least two of your articles must have a research focus and come from a peer refereed journal. Articles must be included in a meaningful way in your analysis, but keep in mind that the goal of your paper is not to summarize the articles.

Minimum word count for the paper is 2,000 words. Your paper must include a separate section, with its own subheading, discussing each of the four topics listed below.

- Overview of the cultural model (Trompenaars or Hofstede's model) that you plan to use in your analysis. Discuss why you chose that model. (10 points)
- Examination of each of the model's cultural dimensions, with a focus on Panama's culture. (20 points)
- Analysis of some of the cross-cultural differences and challenges you expect to encounter while on the learning abroad trip to Panama; compare/contrast each dimension with your own cultural values. If working in a group, each student should write a separate section. (40 points)
- Discussion of how cross-cultural models and the research you conducted will help you as you embark on your future (global) career; discuss the main takeaways that will guide you in your cross-cultural interactions. (30 points)

In addition to completing the content requirements, all papers must also include the following:

- Cover page with a descriptive title, course name, semester, and your name (if completing this project as a group, list full names of all group members). Include page numbers.
- Reference page listing all required and additional readings, use APA style.
- Headings and subheadings to help organize your paper.

The paper should be submitted by January 5<sup>th</sup> to Microsoft Teams, under Assignments. Each calendar date the paper is late, your grade will be deducted by one step (e.g., from A to A-, from A- to B+, from B+ to B, etc.).

## IMPORTANT COLLEGE AND UNIVERSITY POLICIES

### Reasonable Academic Adjustments/Auxiliary Aids

The University of Houston complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, pertaining to the provision of reasonable academic adjustments/auxiliary aids for disabled students. In accordance with Section 504 and ADA guidelines, UH strives to provide reasonable academic adjustments/auxiliary aids to students who request and require them. If you believe that you have a disability requiring an academic adjustments/auxiliary aid, please contact [the Justin Dart Jr. Student Accessibility Center](#) (formerly the Justin Dart, Jr. Center for Students with DisABILITIES).

### Excused Absence Policy

Regular class attendance, 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. Under these policies, students with excused absences will be provided with an opportunity to make up any quiz, exam or other work that contributes to the course grade or a satisfactory alternative. Please read the full policy for details regarding reasons for excused absences, the approval process, and extended absences. Additional policies address absences related to [military service](#), [religious holy days](#), [pregnancy and related conditions](#)[Links to an external site.](#), and [disability](#)[Links to an external site.](#).

### 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 [Justin Dart, Jr. Student Accessibility Center](#). 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.

### Resources for Online Learning

The University of Houston is committed to student success, and provides information to optimize the online learning experience through our [Power-On](#) website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, AccessUH, and Canvas; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact [UHOnline@uh.edu](mailto:UHOnline@uh.edu).

### UH Email

Please check and use your CougarNet email for communications related to this course. To access this email, [login](#) to your Microsoft 365 account with your CougarNet credentials.

### Academic Honesty Policy

High ethical standards are critical to the integrity of any institution, and bear directly on the ultimate value of conferred degrees. All UH community members are expected to contribute to an atmosphere of the highest possible ethical standards. Maintaining such an atmosphere requires that any instances of academic dishonesty be recognized and addressed. The [UH Academic Honesty Policy](#) is designed to handle those instances with fairness to all parties involved: the students, the instructors, and the University itself. All students and faculty of the University of Houston are responsible for being familiar with this policy.

### Title IX/Sexual Misconduct

Per the UHS Sexual Misconduct Policy, your instructor is a “responsible employee” for reporting purposes under Title IX regulations and state law and must report incidents of sexual misconduct (sexual harassment, non-consensual sexual contact, sexual assault, sexual exploitation, sexual intimidation, intimate partner violence, or stalking) about which they become aware to the Title IX office. Please know there are places on campus where you can make a report in confidence. You can find more information about resources on the Title IX website at <https://uh.edu/equal-opportunity/title-ix-sexual-misconduct/resources/>.

### Syllabus Changes

Please note that the instructor may need to make modifications to the course syllabus. Notice of such changes will be announced as quickly as possible through Canvas.

### 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)<<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](http://www.uh.edu/caps/outreach/lets_talk.html)), a drop-in consultation service at convenient locations and hours around campus.

### Helpful Information

Coogs Care: <https://uh.edu/dsa/coogscare/>

Student Health Center: <https://www.uh.edu/healthcenter/>

**TENTATIVE COURSE SCHEDULE:**

TBD	Mandatory program orientation (on UH campus)
Dec 18	Official start of the Winter mini semester
Jan 5	Paper due by 11.59pm
Jan 8	TBD – company visit
Jan 9	TBD – company visit
Jan 10	TBD – company visit
Jan 11	TBD – company visit
Jan 12	TBD – company visit (the last day of the program)