

## Title: Management Across Borders - MG 310

Language: English

Total hours: 45 hours

Credits: 3 credits

Jacksonville University Course Code: MGT 480

### Description:

The focus of the present syllabus is the analysis of how a business must adapt to different cultural contexts. For this purpose, we study the interaction between the culture and the company's structure, processes and human resources. In this way, the student will be able to understand strategies used to optimize such interaction.

### Course objectives:

- To learn the main business practices in different cultures, through the analysis of the differences in various countries. This will provide the background to understand and identify threats and opportunities to do business in a global context.
- To learn the general characteristics of different cultures.
- To understand the effect of cultural differences when doing business.
- To review the strategies used to optimize cultural diversity in a company.

Based on the definition of culture, this course provides students a broad understanding how to deal with international cultural issues. The course focuses on the main approaches in intercultural management and cross-cultural management research (Theories of Geert Hofstede, Fons Trompenaars and Edward T. Hall).

At the end of this course the student will have a basic understanding of:

- Using characteristics of their own culture as a starting point for understanding other cultures
- Developing cross-cultural awareness and learning how to transfer this knowledge this to real business situations
- The various concepts of measuring intercultural differences - how to collect this data and how to transfer this into their daily work
- Complexities within cultural differences
- Goal-oriented negotiation in business situations with partners / customers from a different cultural background (e.g. Russia, USA, Saudi Arabia, Germany and Mexico)
- How to reduce prejudices and train openness for different values and behaviour

### Methodology:

Through videos, exercises, and case studies the students will become aware of their own cultural background, intercultural differences and learn via case studies how to manage real business situations.

### Evaluation:

Attendance to classes and field trips is mandatory; poor attendance will affect the final grade of the student as well as the everyday participation grade.

The final grade consists of four different parts: class participation, a midterm written exam, a final written exam, and a final project. The breakdown of grades is made up as follows:

|     |                        |
|-----|------------------------|
| 15% | Class participation    |
| 25% | Assignments/class work |
| 25% | Midterm written exam   |
| 25% | Final written exam     |
| 10% | Quizzes                |

### Class participation:

Participants of the class are expected to have the willingness to work in intercultural groups, develop cross-cultural emphasis in their work, and should be willing to work in an international environment.

### Final Exam:

The final exam consists of a project about a country in which the student is interested. The topic is not assigned by the teacher; however it should be approved in advance, since it should integrate as many relevant aspects covered throughout the class as possible. Both written and oral presentation will be considered for the final grade. Students will use the Microsoft PowerPoint Program to give their final exam presentations. Presentations have to be sent by e-mail to the professor.

The guidelines for exams are as follows-

- Any student found cheating will automatically fail this examination. Additional sanctions may be imposed.
- Talking or communicating with other students during the examination is forbidden.
- Desks must be cleared of all books, notes and papers. All unauthorized materials must be put away and remain out of sight throughout the examination.
- All telephones and electronic devices must be turned completely off during the exam.
- Students arriving later than 15 minutes will not be allowed into the classroom to take the examination, subject to the decision of the

instructor.

- At the end of the examination students will remain seated until their papers are collected. No one may leave the room until excused.
- Should assistance be required, students will attract the attention of the instructor.
- Failure to follow these rules will automatically lead to failure of this examination.

### Field Studies:

Each course will include a minimum of 2 field studies. These field studies will be directly related to the course work, and may include visits to monuments, companies, government buildings, or museums.

### Academic Integrity:

SIS programs foster critical thinking and intellectual development of its students. In doing so, SIS requires that students introduce their original thoughts, opinions, and ideas in all of their assignments with the support of cited sources. Any violations of academic integrity, such as cheating, plagiarism, self-plagiarism, academic misconduct, fabrication, misuse or misrepresentation of research, and noncompliance, may result in an automatic For immediate dismissal from the program if the student falls below the minimum number of credits required for the term; 12 credits during the semester, or 3 hours during the summer.

Cheating- Any action that violates the rules and guidelines given by the instructor for submitting assignments or exams.

Plagiarism- Any action that presents the ideas, opinions, research, etc. of another as your own.

- Directly copying another's work without citing sources
- Submitting another person's work into your own without properly citing the source(s) used.
- Paraphrasing another person's work without providing appropriate citations

Self-plagiarism- Submitting a piece of one's own work to receive credit for multiple assignments in one or more classes.

Academic Misconduct- Any act that impedes or threatens the open exchange, expression, or flow of information or fair evaluation of students. This includes intimidation and complicity in any acts or attempts to interfere with the ethical and fair submission and evaluation of student work.

Fabrication- Providing inaccurate or false information, including research findings, quotes, and cited sources, etc.

Non-compliance- Failure to comply with the values, objectives, and procedures contained in this policy.

Attendance Policy:

**SEMESTER:** Students are allowed THREE absences throughout the semester without penalty. Starting with the fourth absence, the student's FINAL GRADE will be lowered by a fraction of a letter (1/3 of a letter grade). For example, if a student has 4 absences and a final grade of B+, the grade will be lowered to a B, if 5 absences the grade is lowered to B-.

**SUMMER:** Students are allowed TWO absences throughout the summer without penalty. Starting with the third absence, the student's FINAL GRADE will be lowered by a fraction of a letter (1/3 of a letter grade). For example, if a student has 4 absences and a final grade of B+, the grade will be lowered to a B, if 5 absences the grade is lowered to B-.

*\*January Term students are allowed TWO absences as well.*

There are NO excused absences. If a student misses class because s/he is sick, that counts as one of the allowed absences. No excused absences and no excuses.

Quizzes, exams and participation points that are missed because of an absence cannot be recuperated.

Students that arrive late 5 minutes or more will receive a 0 for participation for the day.

Course Content:

| Session | Content  |
|---------|--|
| 1       | Introduction to the course + revision of the syllabus  |
| 2       | Unit I: Cultural Advantages  |
| 3       | Unit II: Cultural Patterns   |
| 4       | Unit II: Cultural Patterns <ul style="list-style-type: none"> <li>● Exploring underlying cultural assumptions</li> </ul> |
| 5       | Unit III: Spheres of Culture<br>Interaction and influence of culture on industries, companies, professions, and regions  |
| 6       | Unit IV: Organizational Structure and Processes  |
| 7       | Unit V: Strategy<br>How culture can influence the decision process of a company  |
| 8       | Unit VI: Human Resources   |

|    |  |
|----|--|
|    | <ul style="list-style-type: none"> <li>• How culture can influence job selection, training, compensation, and promotion in a company</li> </ul>  |
| 9  | Unit VI: Video – “The Company”   |
| 10 | Group Work   |
| 11 | Unit VII: The International Manager  |
| 12 | GUEST SPEAKER: Managing Across Cultures  |
| 13 | MIDTERM EXAM   |
| 14 | Unit VII: The International Manager  |
| 15 | Unit VIII: The Multicultural Team <ul style="list-style-type: none"> <li>• How to optimize cultural diversity</li> </ul>   |
| 16 | Unit IX: The Global Organization   |
| 17 | Unit X: Ethics and Social Responsibility <ul style="list-style-type: none"> <li>• The debate between ethics and profit in a cultural context</li> </ul>  |
| 18 | Unit X: Ethics and Social Responsibility <ul style="list-style-type: none"> <li>• Analysis of Cases</li> </ul>   |
| 19 | Unit XI: Communication in a Second Language  |
| 20 | Unit XI: Communication in a Second Language <ul style="list-style-type: none"> <li>• Differences between translation and interpretation</li> </ul>   |
| 21 | Unit XI: Communication in a Second Language <ul style="list-style-type: none"> <li>• How to improve oral presentation in a second language</li> </ul>  |
| 22 | Unit XII: Corporate Culture and International Human Resource Management I <ul style="list-style-type: none"> <li>• The company’s perspective</li> </ul>  |
| 23 | Unit XII: Corporate Culture and International Human Resource Management II <ul style="list-style-type: none"> <li>• The employee’s perspective</li> </ul>  |
| 24 | Unit XIII: Cultural Awareness <ul style="list-style-type: none"> <li>• Cultural Matters – How to deal with different cultures</li> <li>• Cultural Awareness – Culture as “Software of the Mind”</li> </ul> |
| 25 | FINAL EXAM   |

*\*Number of sessions vary depending on term.*

### Bibliography:

#### Required readings:

- For the first part, the reading of different chapters of the books from Hofstede Geert & Gert Jan (chapter 1), Hofstede Geert (chapter 3, 4, 5, 6, 7), and Trompenaars (chapter 3, 11) is required. For part two, the reading of on chapter 1

of Briscoe/Schuler is required.

- Hofstede, Geert; Hofstede, Gert Jan (2005): "Cultures and Organizations – Software of the Mind". Revised and Expanded 2nd Edition; ISBN: 978-0071439596
- Hofstede, Geert (2001): "Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations across Nations", ISBN: 978-0803973244
- Trompenaars, Fons (2010): "Riding the Wave of Culture – Understanding Cultural Diversity in Business". 2nd Edition, ISBN: 978-1857881769
- Hall, Edward T. (1976): "Beyond Culture", ISBN: 978-0385124744
- Briscoe, Dennis; Schuler, Randall (2008): "International Human Resource Management: Policies and Practices for Multinational Enterprises. 2nd Edition, ISBN: 978-0415773515

Additional material / case studies, etc. are given in class.