UNIVERSITY OF SOUTHERN MAINE

CROSS-CULTURAL MANAGEMENT
BUS 351-0001
School of Business
SPRING 2023

Instructor Info

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Zoom: (For Virtual Office hours)
LINK (passcode: AliUnal)
Hours: Wednesdays 11AM – 1PM, other times by appointment

Course Meetings

Online asynchronous.
Students are required to work in groups throughout the semester. A one-time 30-minute recorded group presentation is required in this course.

Services & Policies that Support You

Academic Services & Policies[1]

Contents

1. Course Information

This course addresses the challenges and opportunities that managers experience in international or multicultural environments. The purpose is to develop students' understanding and behavioral skills relevant to the interaction of different cultures in business settings. Using a variety of methods -- experiential learning, case studies, research, and hands-on activities in the classroom -- the ultimate goal is to assist students in developing cross-cultural competences to be future global managers. These competences include cultural knowledge and sensitivity, conflict resolution, tolerance of ambiguity, and cognitive complexity.

1A. Course Materials & Books

Required

Thomas, D. C., & Peterson, M. F. (2018). Cross-cultural management: Essential concepts. Sage Publications. ISBN: 978-1-5063-4070-8

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[1] https://mycampus.maine.edu/group/usm/common-syllabus

Supplemental
- The class consists of lectures, discussions, videos, experiential exercises, case analyses, and student-led presentations.
- Supplemental materials will be assigned/provided through Brightspace. Typically, they are required to complete an assignment.

Technology Requirements
- Access to a web browsing device (e.g., desktop, laptop, tablet, etc.) and reliable access to the internet.
- For Brightspace tech requirements, see the [Academic Services & Policies page](#)[2].

1B. Course Format

The course format is online asynchronous. There are no prescheduled online live meetings.

1C. Course Learning Outcomes

By the end of the course, it is expected that students will:
- Understand the concept of culture in the context of international management and critique management theories of international cultural dimensions and differences
- Analyze the impact of culture on people's behavior in business settings
- Value a culturally aware and sensitive approach to Management
- Distinguish between processes of describing, interpreting, and evaluating behavior; practice skills for communicating across cultures
- Apply the concept of cultural synergy to resolve cross-cultural problems in organizations, to leverage cultural diversity, and to develop skills for working across cultures
- Reflect on experiences of cross-cultural transition in order to build personal trans-cultural competence
- Apply literature on effective multicultural teams to group work in the course; share team learning from peers; reflect on group practices to improve performance in future teams.

2. Coursework & Grading

2A. Grade Scale

100-92%	=	A	75-72%	=	C+
91-88%	=	A-	71-68%	=	C
87-84%	=	B+	67-64%	=	C-
83-80%	=	B	63-60%	=	D
79-76%	=	B-	59% or lower	=	F

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[2] https://mycampus.maine.edu/group/usm/common-syllabus#treq

UNIVERSITY OF SOUTHERN MAINE

2B. Course Grade Breakdown

Assessment Name	Value
Chapter quizzes – 5 @ 20 points each	100
Assignments – 4 out of 6 @ 30 points each	120
Discussion boards – 2 out of 3 @ 30 points each	60
Expatriate interview	60
Group poster	60
Group project presentation	50
Group project paper	100
Midterm exam	100
Final exam	100
Total:	**750**

2C. Assessment Descriptions & Requirements

Assessment

Student learning is assessed with multiple components including quizzes, assignments, group projects and presentations. Quizzes will assess the understanding and retention of basic meanings of concepts and theories. Written assignments assess the ability to critically analyze a phenomenon and apply relevant knowledge to either explain or solve management problems. Exams assess the proficiency in recalling and/or using knowledge. Group project evaluates the ability to conduct research in business settings and apply the theories and concepts to address challenges of doing business as well the ability and skills to work with others to accomplish group level goals. Group presentations focus on assessing students' oral communication of cross-cultural management concepts and ideas.

Chapter Quizzes

There are 5 quizzes in total (for some chapters/weeks, see the above course schedule). Each quiz has several multiple-choice questions randomly drawn from a large question pool. You can take each quiz twice (on Brightspace) and the higher score will be your final grade for the quiz. Each time when you take the quiz, you must finish it in 60 minutes.

Weekly Written Assignments

Complete only 4 out of the 6 individual assignments. Only the first 4 assignment submissions will be graded. There are written assignments and/or discussion boards (on Brightspace) that you need to complete each week, with a few exceptions (see course schedule). Specific instructions are provided for each of these items on Brightspace. There is a rubric applicable for all written assignments. Read the rubric carefully before you work on these items.

Discussion Boards

Complete only 2 out of the 3 discussion boards. For the discussion board items, each student needs to post his/her original thoughts in a new thread before he/she can see other students' postings. The deadline to for the initial post is the end of Friday of that particular week. In addition, each student needs to comment on two other students' posts as well as respond to other students' comments on his/her own posts within 48 hours from the initial post. It is particularly important for each student to have the courtesy (part of the rubric) to post the initial thread as early as possible to allow enough time for comments on and responses to other students' posts.

Midterm & Final Exam

There are two exams: a Midterm and a Final Exam. Each exam has multiple choice questions and two essay questions. Exams will be taken in class. See the course schedule and Final Exam Schedule on the Registrar's website, for the exam dates. Missing the exam will result in a grade of zero.

Expatriate Interview

This assignment involves interviewing a businessperson who has worked outside his/her country of origin (for at least 30 days). The purpose of this assignment is to recognize and understand the challenges and lessons-learned from working abroad. Requirement: up to 3 pages to include:
• What is the country of origin and what are the differences in culture between the country where the individual had an international experience and their country of origin?
• What experiences/issues did the individual identify as most challenging, which most satisfying, and which most confusing?
• What advice would the individual give to others who are about to have an international experience in the same country? What can/should others do to ensure business success?

Group Poster

This exercise gives you an early opportunity to work in a group on a task requiring critical application of theories of cultural dimensions. Groups will develop and present their posters/slides.
Step 1: Groups will map each member's cultural background by applying models of cultural dimensions to each student's own chosen 'culture of origin' or national culture. You will set out areas of similarity and areas of difference among the represented cultures, using the most relevant elements of cultural dimensions models, in order to show similarities, differences, and patterns. You are encouraged to develop your own cultural dimensions to supplement or amend those asserted in the models.
Step 2: Choose two of the cultures represented in your group and identify:
- two examples of ways in which the differences between these two cultures could cause conflict or misunderstandings – these examples must flow from the analysis done in Step 1.
- your suggested approaches to addressing such problems.
Step 3: Create a poster (slides) that presents your group's findings relating to both Steps 1 and 2 above. Your ideas should be understood by someone reading the poster. You will present the poster (slides) and record your presentation, which will then be submitted in Brightspace.

Group Project

Students form groups to do a report on "Doing Business in …". Pick a country or a region assuming you are partners who plan to set up a business in the country of your choice. Your report consists of three major components: 1) a description of the business environment within which your business will

UNIVERSITY OF
SOUTHERN MAINE

operate; 2) a cross-cultural analysis of the differences between your country of origin and the host country in terms of beliefs, values, and norms of business practices; 3) a plan of cultural learning and training for effectively managing the cultural difference. The cultural roots of a country are often reflected in the arts, literature, and mass media of that society. You could select one of these forms to understand the culture of that country and compare it with that of your home country.

The project requires both primary research (in-depth interviews with a minimum of five nationals and expatriates who have first-hand experiences of living and working the country), and secondary research (library research using books, journal articles and relevant current web links). You are expected to do independent research. You have resources on your team to engage in high-quality research.

Group Project Components:

      I. Written report. This will be 10 pages not including the title page and appendices. The title page should have the title, group number, and names of the group members. Your interview notes must be appended to the report.

      II. Group Presentation. The presentation will be 20 minutes in length. It will be recorded and submitted in Brightspace. The purpose is to share your knowledge, research findings and conclusions reached, in an interesting and informative way that encourages your audience to learn. All members of your team should be involved in delivering the seminar material and engaging the audience.

3. Class Schedule

The tentative course schedule and other information is in the following table. The content of the schedule as well as the other parts of the syllabus may change throughout the semester. If changes are made to the syllabus, students can find the most up to date syllabus on the course site on Brightspace.

	Week	**Chapter Reading**	**Deliverables**
Part 1: Management & Culture	Week 1 Jan 17 - 20	Ch1: Introduction: the challenging role of the global manager	Quiz 1 (due Jan 29)
	Week 2 Jan 23 - 27	Ch2: Describing culture: what it is and where it comes from	Quiz 2, Assignment 1 (due Jan 29)
	Week 3 Jan 30 - Feb 3	Ch3: Comparing cultures: systematically describing cultural differences	Quiz 3 (due Feb 5) Discussion Board 1 (due Feb 3)
	Week 4 Feb 6-10	Ch4: How culture works: fundamentals of cross-cultural interaction	Assignment 2 (due Feb 12)
Part 2: Roles of the Global Manager	Week 5 Feb 13-17	Ch5: Cross-cultural dimensions of decision-making	Assignment 3 (due Feb 19)
	Week 6 Feb 20-24	Ch6: Communicating and negotiating across cultures	Discussion Board 2 (due Feb 24)
	Week 7 Feb 27-Mar 3	**Mid-term Exam** (chs 4, 5, & 6)	Online Feb 28 – Mar 2
	Week 8 Mar 6-10	Ch7: Motivation and leadership across cultures	Quiz 4, Assignment 4 (due Mar 12)

	Mar 13-17	Spring break (No classes)	
	Week 9 Mar 20-24	Group Poster	Group poster (due by Mar 26)
Part 3: Global Management Challenges	Week 10 Mar 27-31	Ch8: Multicultural work groups and teams	Quiz 5, Assignment 5 (due Mar 2)
	Week 11 Apr 3-7	Ch9: International organizations: Structure and culture	Discussion Board 3 (due Apr 7)
	Week 12 Apr 10-14	Ch10: International assignments	Assignment 6 (due Apr 16)
	Week 13 Apr 17-21	Ch11: Managing across cultures in the future	Expatriate interview (due Apr 23)
	Week 14 Apr 24-28	Group Project Presentations	Group project paper & Slides (due May 3)
	FINALS	**Final Exam** (chs. 9, 10, & 11)	Online May 1-3

4. Course-Specific Policies

4A. Attendance
N/A. Course is online asynchronous.

4B. Late Work
Course work should be completed before the deadlines. Late work is not accepted.

4C. Class Cancellation
N/A. Course is online asynchronous.

4D. Inclement Weather Contingencies
During the campus closure days due to inclement weather online learning may continue. Instructor will provide up-to-date information to the students.

4E. Personal Device Usage in the Classroom
N/A. Course is online asynchronous.

4F. Academic Integrity
Everyone associated with the University of Southern Maine is expected to adhere to the principles of academic integrity central to the academic function of the University. Any breach of academic integrity represents a serious offense. Each student has a responsibility to know the standards of conduct and expectations of academic integrity that apply to academic tasks. Violations of academic integrity include any actions that attempt to promote or enhance the academic standing of any student by dishonest means. Cheating on an examination, stealing the words or ideas of another (i.e., plagiarism), making statements known to be false or misleading, falsifying the results of one's research, improperly using library materials or computer files, or altering or forging academic records are examples of violations of

this policy which are contrary to the academic purposes for which the University exists. Acts that violate academic integrity disrupt the educational process and are not acceptable.

Evidence of a violation of the academic integrity policy will normally result in disciplinary action. A copy of the complete policy may be obtained from the office of Community Standards and Mediation, online at usm.maine.edu/community-standards-mediation/academic-integrity or by calling and requesting a copy at (207) 780-5242.

5. Academic Services & Policies

Below you'll find information for our most crucial student services and supports. For USM's most complete and current information on services available to students, as well as academic policies, see The Academic Services & Policies Overview webpage.[3]

- **Request disability accommodations** | (207) 780-4706 | dsc-usm@maine.edu
- **Report Interpersonal violence** | (207) 780-5767 | usm.titleix@maine.edu
- **Report On-Campus Emergencies and Safety Concerns** | (207) 780-5211 or your local police agency.
- **Get academic help** | mycampus.maine.edu/group/usm/learning-commons1
- **Get technology help** | usm.maine.edu/computing/helpdesk
- **Meet with an Advisor** | usm.maine.edu/advising

Scan the QR Code to go to the Academic Services & Policies webpage[4]

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[3] https://mycampus.maine.edu/group/usm/common-syllabus

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