Syllabus: MGMT 461 section 001
Spring 2011

Course Instructor: Gosia A. Langa
Class: Thursdays, 7:20-10:00 Robinson Hall B222
Office Hours: Thursdays 6:00 – 7:00 Enterprise 025
Or by Appointment
Email: glanga@gmu.edu

Required Book:


Other required readings will be specified at the end of this Syllabus and listed on course website.

Course Website: http://courses.gmu.edu

COURSE DESCRIPTION
In this course, we seek to expand your global mindset and provide you with theories, knowledge and practical tools that you can use to achieve success in the global business environment. We explore basic international business strategies, cross-cultural communication and learning, the challenges of managing across the varied customs and practices of the world, and the development of internationally sophisticated employees, teams and managers. We focus on how employees with a global mindset can effectively execute the international strategies of the firm, guided by an awareness of cross-cultural differences.

In the second half of the semester we will focus on several specific cultures using the cultural metaphors approach. Those countries have been chosen for one of two purposes: (1) to introduce you to cultures that are likely to become increasingly relevant in the world of global business, or (2) to expose you to cultures that demonstrate important similarities and differences to the American culture. The purpose of this approach is not only to introduce you to the nuances of various cultures but also to present you with a different way of exploring and analyzing culture.

LEARNING OBJECTIVES
This course is designed to build your knowledge and skills related to managing in a global context. You are expected to demonstrate mastery of specific course concepts and apply them in exercises, cases, and examinations. In addition to attending to the content objectives of the course, you will practice critical and creative thinking, problem solving, teamwork, and written and oral communication skills in an international context.
**APPROACH TO LEARNING**

This course combines lecture, experiential exercises, class discussion, case analysis, and group and individual assignments to foster learning. The course is intended to be both rigorous and engaging. We will together learn a great deal about a fascinating and important dimension of management and have fun doing it.

**STUDENT RESPONSIBILITIES**

You are expected to **attend class every Tuesday, prepared to participate actively.** In order to guarantee the highest levels of learning, it is necessary that you read the assigned chapters, cases, and articles prior to coming to class.

This course will be interactive, requiring class participation. PowerPoint will be used to facilitate lecture and you can download the slides from our class Blackboard site. During and after lecture, we will have general discussions of the material and related case studies, and/or exercises/activities that demonstrate the concepts and allow you to apply them. Many of the exercises will involve working with groups.

This course does require your commitment and focus in order to be successful. I encourage you to consider your schedule over the semester and develop a plan for completing the assignments that are constructed to help you achieve the goals of this course. Class attendance is required for this course. If you are unable to meet the requirements of this course, I encourage you to take it at a time when you can. This course was designed so that every student is capable of excelling if they put in the effort.

**TECHNOLOGY**

Blackboard: We will be using Blackboard to post the syllabus, lecture notes, assignments, announcements, and grades. You are expected to check Blackboard regularly as any changes or announcements will be posted there first. Please login to Blackboard before the next class to ensure you are able to access the assignments.

To use Blackboard you will need to go to [http://courses.gmu.edu](http://courses.gmu.edu). Click on Login and it will then ask for your user name (your Mason e-mail name) and your password. If you have problems, please call ITU Support at 703-993-8870.

Please check you GMU email address or make the necessary arrangements to forward your GMU email to an email address you do check. Please also make sure you keep your GMU account cleaned out and working (e.g., not over quota). You are responsible for information corresponded through email, so it is important to regularly check and attend to your GMU emails.

**Please use only your GMU email address to contact me by email. Consistent with GMU policy, I will not respond to emails from other email accounts (such as yahoo, gmail, or AOL).**
METHODS OF STUDENT EVALUATION
You will be evaluated based on your participation, exams, case analyses and various projects. Combined these assignments will provide an indicator of the degree to which you meet the learning objectives. All grades will be posted on Blackboard. Please check this often and alert me immediately if you think there has been a mistake. Please keep a record of your absences. Should there be a grade discrepancy, you must provide the graded assignment. Please note that you have complete control over your grade. The assignments are attainable and class participation is a choice. Please strive to get an A in this course.

Grade Structure
The following grade scale will be used – please note that there will be no individual curving of the grades. Please also note that there will be no individual extra credit opportunities. Please take this policy seriously and plan your work accordingly.

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<thead>
<tr>
<th>Percent</th>
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<tbody>
<tr>
<td>98-100%</td>
<td>A+</td>
<td>82-86.99%</td>
<td>B</td>
<td>60-69.99%</td>
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<td>92-97.99%</td>
<td>A</td>
<td>80-81.99%</td>
<td>B-</td>
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<td>90-91.99%</td>
<td>A-</td>
<td>77-79.99%</td>
<td>C+</td>
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<td>87-89.99%</td>
<td>B+</td>
<td>70-76.99%</td>
<td>C</td>
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Grade Contribution
Exam 1 20%
Exam 2 20%
Case Analysis 10%
Participation & Attendance 20%
Team Projects 30%, specifically
Country Presentation & Summary 10%
Final Project 20%

In-Class Exams
You are expected to study all assigned readings, lecture slides, and notes from the exercises. The tests will consist of multiple choice, short answer, and essay questions. Additional advice will be provided.

Make-Up Exam: If you have a university-validated excuse for missing the exam and provide documentation no less than two weeks ahead of time, you might be given the opportunity to take a make-up exam before the actual exam date. Contacting me after the original exam date will count as a missed exam, and your grade will be zero.

Case Analysis
As an individual you must turn in one four-page (double-spaced) analysis of one of the cases assigned during the course. On the first day of class you will sign up for a specific case. You must read the case, prepare your analysis and turn it in at the beginning of the class session for which it is assigned. If you miss this assignment, there will be no make-up opportunity.

The following information should be included in all case analyses:

- Brief summary of the case
What factors have contributed to this situation? This is your opportunity to apply what we learn in class and what is included in your readings so this should be a significant component. Pay special attention to any issues that relate to international management or culture. Be specific.

What should be done to fix the problem? What should be done to prevent future problems of this kind? This is your original contribution so be specific.

Please always remember to explain the reasoning behind your suggestions and ideas. Always ask yourself: why? And so what?

Again, this is an individual assignment; collaborations on case analyses are not permitted.

**In-Class Participation**

Participation encompasses attendance, preparation for class, and active contribution in experiential exercises and case analyses. I recognize that people differ in their communication and learning styles, and therefore the quality of your in-class contributions is most important to me. If you are not in class, however, you can’t participate. This means that participation for the missed class will be graded with zero points.

Absences will be considered unexcused unless accompanied by doctor’s note stating that you were unable to attend or other documentation for emergencies or religious observances. If you are subject to any religion-related holidays that will disrupt your attendance please make sure that you provide me with a written and signed summary of the specific dates on the second day of class. Also, if you do have any medical conditions of which I should be aware, please provide me with explanation in writing and with any necessary supporting documents by the second week of class.

You will be asked to sign attendance sheet at the beginning of each class. You are responsible for assuring that your signature indicates your presence and the excuses of “I was there but forgot to sign the sheet” will not be accepted. Records of your signatures will be kept as documentation of your attendance.

Additionally, please be respectful of myself and your classmates by coming to class on time. *Excessive tardiness will not be tolerated because it is distracting and disrupts the flow of the class.* Students who arrive after attendance has been accounted for will be recorded as tardy and will lose points on participation. Additionally, because our time is limited, it is necessary that everyone come back from breaks on time. Tardiness and leaving early will affect your grade as attendance will be documented both at the beginning and end of class. This is to ensure that students who fully participated receive full credit.

You are allowed two “free” absences throughout the semester. All absences above that number will impact your participation grade. 30% of your participation grade will reflect your attendance.

Your participation will be evaluated as follows (out of 100 pts available):

- 50 if you attend class but fail to participate
- 60-70 if you make comments of general nature, ones that do reflect general public knowledge but do not indicate preparation for class
- 71-89 if you show evidence of thorough preparation for class exercises, cases, and discussion
- 90-100 if you contribute constructive participation in class discussion and exercises (i.e., asking questions pertinent to the discussion, listening attentively, volunteering ideas). In order to attain the full credit you must contribute to the quality of class and add value to discussions (this involves integrating material, providing relevant and non-redundant examples, and volunteering constructive feedback).
Team Project
Your final project will be based on the book “The Geography of Thought” as well as other readings discussed in class (additional research is also encouraged). In your teams you will be asked to provide a written analysis of the book and cultural concepts it addresses. Your assignment will be graded on the basis of your thoroughness, thoughtfulness, and overall quality of your analysis. Additional guidelines regarding this assignment will be distributed to you towards the middle of the semester. This project will conclude with a class discussion in which you are expected to link examples and issues addressed by this reading to the theoretical concepts we’ve discussed in class throughout the semester. Additional advice will be provided throughout the semester.

It is expected that all group members will contribute equally to the group project and presentation, and that all members will receive the same grade. Peer evaluations will be administered at the conclusion of the course, however, and if there is consistent evidence of some team members contributing either substantially more or less to the group project, then individual grades will be adjusted accordingly. Anyone who makes no contribution to his or her group project will receive a failing grade for this project.

Special Accommodations: If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.

CLASS RULES/EXPECTATIONS:
1. You are responsible for coming to class on time and prepared.
2. Please turn off all electronic devices at the beginning of the lecture.
3. Please do not text etc. during class as doing so is distracting to the instructor and the students. Should you violate this rule, I reserve the right to temporarily confiscate your electronic device or to dismiss you from class.
4. Please do not open your laptops as those are distracting as well. This means that it would be a really good idea for you to print out your slides prior to coming to class.
5. Please be respectful in your communication with the instructor and your fellow students. Some of the views expressed in this class may be viewed as controversial but even though you may not agree with them, please communicate yourself in an appropriate manner.
6. Other rules may be added as need arises – those will be clearly communicated to you in person and via e-mail.
### SPRING 2011 CLASS SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Lecture Topic</th>
<th>Reading Assignments</th>
<th>Other Events</th>
</tr>
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<tbody>
<tr>
<td>1/27</td>
<td>Syllabus Introduction: Global Mindset and Culture</td>
<td>Reading Set 1</td>
<td>Case Choice</td>
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</tbody>
</table>
| 2/3  | Case Discussion  
Strategy: Investment Risks  
- Foreign Markets  
- Global Identity | Case 1: Research in Motion  
Reading Set 2 | Team Formation |
| 2/10 | Case Discussion  
Strategy: IHRM & Expatriation  
- Expatriate Assignments & Obligations  
- Women Expatriates  
- Work-Family Balance & Dual-Career Couples | Case 2: NES China  
Reading Set 3 |  |
| 2/17 | Case Discussion  
Culture: Introduction  
- Cultural Values  
- Culture & Management Theories | Case 3: Ellen Moore (A)  
Reading Set 4 |  |
| 2/24 | Culture: Hofstede’s Dimensions | Reading Set 5 |  |
| 3/3  | Case Discussion  
Cultural Metaphors Approach  
- Understanding Cultural Metaphors | Case 4: Arla Foods  
Gannon Ch. 1 |  |
| 3/10 | Cultural Metaphors Approach  
- American Football  
Culture: Motivation & Pay | Gannon Ch. 16  
Reading Set 6 |  |
| 3/17 | SPRING BREAK |  |  |
| 3/24 | Teamwork day – no class |  |  |
| 3/31 | EXAM 1 |  |  |
| 4/7  | Culture: Cross-Cultural Understanding and Global Mindset  
- International Communication  
Cultural Metaphors: Egalitarian Cultures  
- German Symphony  
- French Wine | Reading Set 7  
Team Presentations: Germany  
France | Group Deliverable: Project Outline |
| 4/14 | Culture: Cross-Cultural Understanding and Global Mindset  
- Managing Global Teams  
Case Discussion | Reading Set 8 |  |
| 4/21 | Culture: Cross-Cultural Understanding and Global Mindset  
- Leadership  
Culture: Cross-Cultural Understanding and Global Mindset  
- Negotiations | Reading Set 9 |  |
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<tr>
<th>Week</th>
<th>Date</th>
<th>Reading</th>
<th>Gannon</th>
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<tr>
<td>13</td>
<td>4/28</td>
<td><strong>Cultural Metaphors: Authority Ranking Cultures</strong>&lt;br&gt;• India: The Dance of Shiva&lt;br&gt;• India: A Kaleidoscope of Diversity&lt;br&gt;• The Brazilian Samba&lt;br&gt;<strong>Culture:</strong> Cross-Cultural Understanding and Global Mindset&lt;br&gt;• Cultural Sensemaking&lt;br&gt;<strong>Cultural Metaphors: Torn National Cultures</strong>&lt;br&gt;• Mexican Fiesta</td>
<td>Ch. 28&lt;br&gt;Ch. 29&lt;br&gt;Ch. 6&lt;br&gt;<strong>Team Presentations:</strong>&lt;br&gt;India&lt;br&gt;Brazil&lt;br&gt;Reading Set 11</td>
</tr>
<tr>
<td>14</td>
<td>5/5</td>
<td><strong>Culture:</strong> Cross-Cultural Understanding and Global Mindset&lt;br&gt;• Cultural Intelligence&lt;br&gt;<strong>Cultural Metaphors: Torn National Cultures</strong>&lt;br&gt;• Mexican Fiesta</td>
<td>Reading Set 12</td>
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<td>Gannon&lt;br&gt;Ch. 23&lt;br&gt;<strong>Team Presentation:</strong>&lt;br&gt;Mexico</td>
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**FINAL EXAM TBD**

This schedule is tentative. Changes to the schedule will be announced in class.

R = Reading;  C = Case;  Ch = Chapter

**REQUIRED CASES**

As you can see in the above schedule, we are using several cases. You can obtain those cases at: [http://cases.ivey.uwo.ca/cases/pages/home.aspx](http://cases.ivey.uwo.ca/cases/pages/home.aspx)

You will have to register on the website and request a hard copy of the cases. Please be advised that this process will take approximately 3-4 days so please act accordingly.

It is imperative that you read and prepare these cases carefully. If the class demonstrates lack of preparation measures will be taken to ensure adequate participation.

We will be using the following cases:

Case 1:  *Research in Motion: Managing Explosive Growth* by R.E. White, P. B. Beamish, & D. Mazutis.  Case Number: 9B08M046


Case 3:  *Ellen Moore (A): Living and Working in Korea* by H. W. Lane, C. Nicholls, & G. Ellement  Case Number: 9A97G029

Case 4:  *Arla Foods and the Cartoon Crisis (A)* by H. W. Lane, M. Sondergaard, & T. A. Wesley.  Case Number: 9B06M05

Case 5:  *Leo Burnett Company Ltd.: Virtual Team Management* by J. Dietz, F. Olivera, & E. O’Neil.  Case Number: 9B03M052
READING SETS

Please note that the readings indicated with an * are available at the library only. Please make sure that you allow yourself sufficient time to visit the library and copy the articles.

Additional readings may be scheduled as needed and you’ll be informed about those at least a week prior.

READING SET #1

READING SET #2

READING SET #3

READING SET #4

READING SET #5

READING SET #6
READING SET #7

READING SET #8

READING SET #9

READING SET #10

READING SET #11

READING SET #12
Group Project Requirements

Please note that generally the parameters of this project are loosely defined and the quality of it depends on your contribution. The following are just guidelines to help you apply class topics to the material you are digesting.

1. Please use the following sources to gather information regarding culture and management of Asian companies:
   - “Geography of Thought” by Richard E. Nisbett
   - “Understanding Global Cultures” by Martin Gannon (appropriate chapters)
   - Other readings used in class applicable to this situation
   - Theory you’ve learned in past management courses regarding topics such as motivation, leadership, communication, teams, negotiation, decision making, etc.
   - Please note that the above sources represent the minimum of your research. You are certainly encouraged to bring forth other reliable sources. Please make sure that integration of the above sources (and any additional sources you may choose to use) is necessary for good grades on this assignment.

2. Please use the following guidelines in your paper:
   a. What is the premise of Nisbett’s book? Why was it written? Why is it important? What does it help us understand?
   b. How does Nisbett classify Asian culture? Which countries are included and why? Do you agree with this classification?
   c. Based on the information you’ve gathered from all of considered sources, how would various Asian cultures classify on typologies we have discussed in class? Please note that besides Hofstede’s dimensions we have also addressed several others – please consider those in your paper (I understand that you may not have room to discuss too many and therefore you may create an exhibit detailing those).
   d. Are the various sources suggested above in agreement? If not, where are disagreements?
   e. Based on your analysis, how do Asians and Westerners THINK differently? Please provide appropriate and specific examples.
   f. Based on your analysis, how do Asians and Westerners BEHAVE differently? Please provide appropriate and specific examples.
   g. Which of the comparisons between Westerners and Asians do you think may be inaccurate today? Why do you think so? (this is your opportunity to provide examples either from news media and/or your own personal experiences)
   h. What obstacles could American managers expect when entering those countries? Please use the management theories you’ve learned in past courses here. How can managers prepare for these obstacles? What can they do to overcome these potential problems? Please be specific in your advice – this is, essentially, the advice you would give to yourself so please make it count! Please note that this is your major unique contribution – this section should be a very prominent part of your paper. I strongly suggest that you complete this part as a group as opposed to making this a responsibility of any one person.
3. Format of your paper

✓ Please make sure that your paper does not exceed 10 pages. Having said that, there is really no minimum page requirement.
✓ You may use additional pages for exhibits. Please make sure that if you choose to incorporate exhibits that those support your work rather than replace it.
✓ Please use proper citations – and include references.
✓ Please double space your paper and use 12 point font. Also, please use min. 1” margins.
✓ Please make sure that you proofread your paper (running a spell checker is frequently not sufficient). Grammatical and spelling error will cost you one full letter grade.
✓ Your paper will be graded on the quality and depth of your ideas. Please try to make a significant contribution to your learning. Always ask yourself: How? Why? So what? Why should we care? Why does it matter? Is it practical?
✓ Please turn in a hard copy of your paper as well an electronic one.
WHO ARE YOU?

Please clearly print all the information below. You may also print out this page from course website and type information requested. Please detach this page and submit it in the second week of class.

Your Name: _____________________________________________________________

The purpose of this page is to introduce yourself to me. Please begin by including a photograph of yourself below. Please make sure that your photograph clearly shows your face. You may include a copy of a photograph but please make sure that your face is clearly distinguishable.

Please include your photo here.

What do you seek to accomplish by taking this course?

Please describe your past international/cultural experiences.