SYLLABUS
MGMT. 461: Cross Cultural and Global Management
Spring 2012: January 26 to May 3, 2012
Thursdays: 7:00 AM to 10:05 PM
Class Location: ENGR 1108

Instructor: Uzma S. Burki (Office: 206 Enterprise Hall)
E-mail: uburki@gmu.edu, Tel: 703 993 1814
Office hours: Wednesdays by appointment
Phone: 703-993-1751
Office: 206 Enterprise Hall

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 the challenges of managing across the varied customs and practices of the world, including the nature of cultural differences, the challenges of cross-cultural communication, learning and change management, the development of internationally sophisticated employees, teams and managers, and common ethical challenges. We focus on how managers and employees can improve their global mindset and effectively execute the international strategies of the firm.

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 to the case studies. In addition to attending to the content objectives of the course, you will also practice critical and creative thinking, problem solving, teamwork, and written and oral communication skills during the course of your class participations, team assignments.

Approach to Learning: This course combines lecture, case analyses, experiential exercises, class discussion, 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: This course relies heavily on participative and experiential learning combined with theory and conceptual inputs. The requirements therefore reflect some of the demands of the process of the course. Students will be expected to respect the following policies:

1. Attend all sessions of the course in their entirety unless you face a personal emergency. Personal emergency consist of personal illness, sickness of a close family member to whom one is responsible, death in the family, or their equivalent. Students who experience personal emergencies that require them to miss class sessions are expected to contact the instructor in advance.
2. Come to the class on time. If you are not on time, you will be excused the first time but the second time around you will not get credit for attendance.

3. Prepare required reading and other assignments when due. A grading penalty of 10% per day will be applied to late submissions.

4. Participation in group/class and blackboard based activities. Participation is expected and is an essential part of this class.

5. Plagiarism, cheating, lying or any other form of academic dishonesty will be referred to the Honor Code Committee of GMU. When an infraction has occurred, the Honor Code Committee typically defers to the instructor regarding sanctions or punishment. In most circumstances, the instructor for this course will recommend a combination of failure for the course and documentation on the students’ transcript. (See Honor Code section below)

6. No tape recording of lectures/class is allowed unless there are extraordinary circumstances and the instructor gives permission.

7. Cell phones, pagers, and other electronic devices will remain off during all class sessions.

8. No use of laptops in the class unless required because of a disability accommodation.

9. All assignments are due on the date and time identified on the BB.

Text and Required Materials


Harvard Business School Publishing: There will be articles for some of the weekly readings which you will have to buy through HBSP through this link: http://cb.hbsp.harvard.edu/cb/access/11703211

Other readings will be made available via Blackboard.
Course Website: Blackboard will be used.

Evaluation
Mid- Term Exam: 35%
Final Exam: 35%
Blackboard Assignments: 20%
Class Participation + Attendance: 10%

Participations. Your participation will compose 10% of your grade, and will be based on attendance and active participation in classroom activities.
**Blackboard Case Study Assignments**: Because classroom logistics make it difficult for small group discussions of material in the text or assigned by the instructor, we will use the Blackboard discussion area. Students will be assigned to small groups and assigned questions. Questions will be posted in the Blackboard Discussion area and students will respond to questions there. The blackboard assignments will compose 20% of the overall grade.

**Mid-Term Exam**: The mid-term exam will compose 35% of your grade. This will be a short answer exam. Students will demonstrate not only their comprehension of material, but their ability to apply it to analyze, synthesize, and evaluate organizational data.

**Final Exam**: The final exam will either be a short answer exam or a case study analysis and will compose 35% of your grade. It will cover material from the entire course. If it is the latter then you will be asked to analyze and respond to the questions associated with the case. This is an individual work product and classmate collaboration is not allowed on this exam.

**Grading Criteria**: To get an A in this course is not easy. You must demonstrate through your contributions to the blackboard assignments/mid-term/final exam/class participation by adhering to the following criteria:

1. **Analysis**: Your answers to the questions should not only be a regurgitation of the material learnt from the readings or class lectures but be well analyzed and offer sound, comprehensive syntheses of the situation being analyzed. You must support every point with at least one example from your primary sources. You should successfully integrate quoted material into your sentences well. Your analysis should be fresh and exciting, posing new ways to think of the material.

2. **Style**: Your sentence structure, grammar, spelling, and citations should be excellent. You have NO run-on sentences or comma splices. Your writing style must be lively, active, and interesting. You use active verbs, and do not use the passive voice. You are not wordy or redundant.

3. **Originality**: Your arguments must show a great deal of independent insight and originality.

4. **Participation**: You should engage others in your group online discussions by offering rebuttals to their posts which are well thought through and helps to enrich the online or in class discussion. If you are contributing to the online discussion or class participation post for the sake of providing a rebuttal without any thoughtful analysis, your contribution will not earn any credit.

**Grades in Percents**

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<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A+</td>
<td>97 to 100</td>
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<tr>
<td>A</td>
<td>94 to 96</td>
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<tr>
<td>A-</td>
<td>90 to 93</td>
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<tr>
<td>B+</td>
<td>87 to 89</td>
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<tr>
<td>B</td>
<td>84 to 86</td>
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<tr>
<td>B-</td>
<td>80 to 83</td>
</tr>
<tr>
<td>C+</td>
<td>77 to 79</td>
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<tr>
<td>C</td>
<td>70 to 76</td>
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<tr>
<td>D</td>
<td>60 to 69</td>
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<tr>
<td>F</td>
<td>Below 60</td>
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**Honor Code**

You probably are already familiar with this, but I expect you to know and follow the GMU honor code. (http://www.gmu.edu/facstaff/handbook/aD.html). Specifically, I expect that:

A. You will complete original work for this class. Research is important and you must cite all your sources for all papers and presentations in this course. You may not paraphrase or quote without proper reference. You may not use materials prepared for other courses. You may not use material prepared by other students in the same or other sections of this course, past or present. You can feel free to ask your instructor if you are unsure what constitutes original work and what constitutes plagiarism.
B. To insure originality of work, develop student writing skills, and teach students more about plagiarism, the collaborative learning environment at www.turnitin.com will be used in this class. Students are expected to create a user profile and submit their assignments to turnitin.com prior to submitting their assignments to the professor.

Special Accommodations
If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS.

Emergency Alerts
Students can sign up for the Mason Alert system to provide emergency information of various sorts at https://alert.gmu.edu.

An emergency poster exists in each classroom explaining what to do in the event of crises and that further information about emergency procedures exists on http://www.gmu.edu/service/cert.

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

<table>
<thead>
<tr>
<th>Class Session</th>
<th>Topic(s)</th>
<th>Assigned Readings</th>
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</thead>
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| Session 1 Thursday: Jan 26, 2012 | 1. The Cultural Dynamics of Globalization  
2. The Histories of Cultural Globalization  
3. Understanding Cultural Metaphors | Article: Cultural History Between Tradition and Globalization Penn History Review, Vol. 16 [2009], Iss. 2, Art. 2 |
| Session 2 Thursday: Feb 2, 2012 | 1. Introduction to ‘Culture’?  
2. What is the Meaning of Culture? | Chapters 1 and 3: Riding the Waves of Culture by Fons Trompenaars and Charles Hampden-Turner. |
| Session 3 Thursday: Feb 9, 2012 | 1. The Seven Cultural Dimensions:  
a. Universalism vs. particularism  
b. Communitarianism vs. individualism  
c. Neutral vs. emotional  
d. Diffuse vs. specific  
e. Achievement vs. ascription  
f. Time  
g. Environment | Chapters 4 through 8: Riding the Waves of Culture by Fons Trompenaars and Charles Hampden-Turner. |
| Session 4 Thursday: Feb 16, 2012 | 1. Traveling Cultures  
2. Globalization and Global Cultures | Chapter 11: Riding the Waves of Culture by Fons Trompenaars and |
| Session 5 | Thursday: Feb 23, 2012 | 1. Global Communication, Media and Technology  
May-June 1993 Harvard Business School Publishing  
| --- | --- | --- | --- |
| Session 6 | Thursday: Mar 1, 2012 | 1. National and Corporate Cultures  
2. Sense of Time and Nature in Different Cultures | Chapters 9 and 10: Riding the Waves of Culture by Fons Trompenaars and Charles Hampden-Turner. |
| Session 7 | Thursday: Mar 8, 2012 |  | MID-TERM |
| Session 8 | Thursday: Mar 22, 2012 | 1. Global Mindset  
2. Managing Across Borders | Chapters 1 and 3: International Management Behavior by Lane et. al. |
| Session 9 | Thursday: March 29, 2012 | 1. Managing Global Teams and Networks | Chapter 4: International Management Behavior by Lane et. al.  
Chapter 12: Riding the Waves of Culture by Fons Trompenaars and Charles Hampden-Turner.  
Lane Case 5: Leo Burnett Company |
| Session 10 | Thursday: Apr 5, 2012 | 1. Selecting and Developing Global Leaders  
2. Executing Global Strategy | Chapters 5-6: International Management Behavior by Lane et. al.  
Article: In Search of Global Leaders (Harvard Business Press)  
Lane Case 2: Charles Foster Sends an Email |
| Session 11 | Thursday: Apr 12, 2012 | 1. Managing Change in Global Organizations | Chapter 7: International Management Behavior by Lane et. al.  
Lane Case: 7 Global Multi- |
| Session 12 | Saturday: July 30, 2011 | 1. Reconciling Cultural Dilemmas  
2. Diversity  
   a. The Impact of Immigration on the Workplace  
   b. Why Focus on Diversity?  
   c. Perceptions about Diversity, Conflict and Inclusion | Products Chile  
| --- | --- | --- | --- |
| Session 13 | Thursday: Apr 19, 2012 | 1. What is Ethics and Level of Ethical Inquiry in Business?  
2. Constructing an Ethical Framework  
3. Business Ethics: Four Spheres of Executive Responsibility  
4. Ethics, Corruption and Corporate Citizenship | Chapters 8-9: International Management Behavior by Lane et. al.  
Lane Case: 10 NES  
Lane Case: 11 Arla Foods  
| Session 14 | Thursday: Apr 26, 2012 | BRIC Countries: Brazil and Russia |  |
| Session 15 | Thursday: May 3, 2012 | BRIC Countries: India and China |  |
|  |  | **Last Day of Classes: May 5, 2012** |  |
|  |  | **Reading Days: May 7-8th 2012** |  |
|  |  | **Final Exam: May 10, 2012** |  |