



University of
New Haven

Cross-Cultural Management

SECTION I: Course Overview

UNH Course Code: BUS330

Subject Areas: Business and Cultural Studies

Prerequisites: None

Language of Instruction: English

Contact Hours: 45

Recommended Credits: 3

COURSE DESCRIPTION

This course is to show students the critical role culture plays in devising effective international management strategies and techniques. Students will investigate the differences in corporate and social culture to be inclusive leaders. Students will critically analyze the nuances of their own home cultures as well as the host culture in which they are studying. Through case studies, group projects, and meetings with local business leaders, students will gain a new perspective on thoughtful and intentional management. This course will give students a broader cultural lens in the ever-growing global world.

LEARNING OBJECTIVES

Upon successful completion of this course, you will be able to:

- Describe the role culture plays in human communication and organizational relationships
- Analyze cultural impediments to effective decision-making and management
- Demonstrate an increased awareness of your own cultural assumptions and conditioning

SECTION II: Instructor & Course Details

INSTRUCTOR DETAILS

Name:	TBA
Contact Information:	TBA
Term:	Semester

ATTENDANCE POLICY

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This class will meet twice weekly for 90 minutes each session. All students are expected to arrive on time and be prepared for the day's class session.

CEA enforces a mandatory attendance policy. You are therefore expected to attend all regularly scheduled class sessions, including any field trips, site visits, guest lectures, etc. that are assigned by the instructor. The table below shows the number of class sessions you may miss before receiving a grade penalty.

ALLOWED ABSENCES – SEMESTERS		
Courses Meeting X day(s) Per Week	Allowed Absence(s)	Automatic Failing Grade at X th Absence
Courses meeting 2 day(s) per week	2 Absences	8 th Absence

For every additional absence beyond the allowed number, your final course grade will drop down to the subsequent letter grade (ex: A+ to A). As a student, you should understand that the grade penalties will apply if you are marked absent due to tardiness or leaving class early. In the table below, you will find the grade penalty associated with each excessive absence up to and including automatic course failure.

ATTENDANCE DOCKING PENALTIES				
Absence	1 st	2 nd	3 rd	4 th
Penalty	No Penalty	No Penalty	1 Grade Docked	Automatic Failure
HIGHEST POSSIBLE GRADE AFTER ATTENDANCE PENALTIES				
Grade	A+	A+	A-	F

CEA does not distinguish between excused and unexcused absences. As such, no documentation is required for missing class. Similarly, excessive absences, and the grade penalty associated with each, will not be excused even if you are able to provide documentation that shows the absence was beyond your control. You should therefore only miss class when truly needed as illness or other unavoidable factors may force you to miss a class session later on in the term.

GRADING & ASSESSMENT

The instructor will assess your progress towards the above-listed learning objectives by using the forms of assessment below. Each of these assessments is weighted and will count towards your final grade. The following section (Assessment Overview) will provide further details for each.

Homework exercises	10%
AICAP activity reflection	5%
Group Project	20%
Midterm exam	20%
Case Study Assignment	15%

Final Exam	20%
Class Participation	10%

The instructor will calculate your course grades using the CEA Grading Scale shown below. As a CEA student, you should understand that credit transfer decisions—including earned grades for courses taken abroad—are ultimately made by your home institution.

CEA GRADING SCALE			
Letter Grade	Numerical Grade	Percentage Range	Quality Points
A+	9.70 – 10.0	97.0 – 100%	4.00
A	9.40 – 9.69	94.0 – 96.9%	4.00
A-	9.00 – 9.39	90.0 – 93.9%	3.70
B+	8.70 – 8.99	87.0 – 89.9%	3.30
B	8.40 – 8.69	84.0 – 86.9%	3.00
B-	8.00 – 8.39	80.0 – 83.9%	2.70
C+	7.70 – 7.99	77.0 – 79.9%	2.30
C	7.40 – 7.69	74.0 – 76.9%	2.00
C-	7.00 – 7.39	70.0 – 73.9%	1.70
D	6.00 – 6.99	60.0 – 69.9%	1.00
F	0.00 – 5.99	0.00 – 59.9%	0.00
W	Withdrawal	N/A	0.00
INC	Incomplete	N/A	0.00

ASSESSMENT OVERVIEW:

This section provides a brief description of each form of assessment listed above. Your course instructor will provide further details and instructions during class time.

Class Participation (10%): Student participation is mandatory for all courses taken at a CEA Study Center. The instructor will use the rubric below when determining your participation grade. All students should understand that attendance and punctuality are expected and will not count positively toward the participation grade.

CLASS PARTICIPATION GRADING RUBRIC	
Student Participation Level	Grade

You make major & original contributions that spark discussion, offering critical comments clearly based on readings, research, & theoretical course topics.	A+ (10.0 – 9.70)
You make significant contributions that demonstrate insight as well as knowledge of required readings & independent research.	A/A- (9.69 – 9.00)
You participate voluntarily and make useful contributions that are usually based upon some reflection and familiarity with required readings.	B+/B (8.99 – 8.40)
You make voluntary but infrequent comments that generally reiterate the basic points of the required readings.	B-/C+ (8.39 – 7.70)
You make limited comments only when prompted and do not initiate debate or show a clear awareness of the importance of the readings.	C/C- (7.69 – 7.00)
You very rarely make comments and resist engagement with the subject. You are not prepared for class and/or discussion of course readings.	D (6.99 – 6.00)
You make irrelevant and tangential comments disruptive to class discussion. You are consistently unprepared for class and/or discussion of the course readings.	F (5.99 – 0.00)

Homework (10%): Students will be required to produce small exercises prior to the class or during the class period, which will be assessed continually by the instructor on the basis of your ability to apply the theoretical material to your specific experience and knowledge. Included in these exercises may be writing exercises and group activities, that will be explained in more detail in class and through Moodle.

AICAP activity assignment (5%): Students will be required to write a reflection assignment based on their participation on one AICAP activity. Students will be given an alternative assignment which will be presented in greater detail in class.

Group Project (20%): In teams, students will plan and present a project to the class on a topic related to managing in cross-cultural settings. The objective is to share with classmates an idea, analysis, strategy, or information that could be useful in managing across cultures. The project will include both a presentation and a short group paper in which students will analyze the process of team working. The content, criteria and specific requirements for the group project will be explained in greater detail in class.

Case Study Assignment (15%): Drawing upon the frameworks and content discussed in class, you will analyze a case study. The analysis will be evaluated based upon the insights you bring, including the concepts and models explored in this course. The essay is expected to be group authored.

Midterm (20%) & Final Examination (20%): The midterm and final exams are designed to establish and communicate to you the progress you are making towards meeting the course learning objectives listed above. They are comprised of questions and exercises that test your abilities in three important areas of competency: the amount of information you master; the accuracy of the information you present; and the significance you ascribe to the facts and ideas you have integrated across your study in this course.

Classroom Behavior: All students must have a respectful attitude towards the professor as well as your classmates, and give full attention to class activities (i.e., cell-phones off, laptop for notes only, not sleeping or distracted, etc.). In order to ensure a successful learning process, you are required to behave appropriately during any academic related activity. Failing to respect these rules may result in a written warning and your home university may be informed.

EXPERIENTIAL LEARNING ACTIVITIES

CEA courses are designed to include a variety of experiential learning activities that will take you out of the classroom and allow you to explore your local, host city. These activities may include field studies, guest lectures and/or activities offered through our Academically Integrated Cultural Activities Program (AICAP). The following experiential learning activities are integrated in this course:

Field Studies: - Field Studies subject to change

- Visit to Cuatro Torres

AICAP Activities:

- Tour of local startup

REQUIRED READINGS

Reading assignments for this course will come from the required textbook, the selected readings listed below. All required readings—whether assigned from the text or assigned as a selected reading—must be completed according to the due date assigned by the course instructor.

All required readings will be available to students on the Moodle Platform or online.

Required texts:

Comfort, J. & Franklin, P. (2014). *The Mindful International Manager*, Second addition York Associates. Chapter 9.

DiStefano, J.J. & M.L. Maznevski (2012), “Creating Value with Diverse Teams in Global Management”, *Organizational Dynamics*, Vol. 29, Issue 1, p. 45-63.

Dumetz, Jerome (Ed) (2012). *Cross-Cultural Management Textbook*, CreateSpace Independent Publishing Platform. Chapters 3, 4, 10 & 12

Hoppe, Michael H. (2007). “Culture and leader effectiveness: the GLOBE Study”.

Philip R. Harris, R.T. Moran, S.V Moran, *Managing Cultural Differences, Global Leadership Strategies for the 21st Century*, Butterworth-Heinemann, 7th ed. (2007). Chapters 5, 6, 13 & 15

Sanchez-Runde, C., Nardon, L. & Steers, R.M. (2013). “Cultural roots of ethical conflicts in global business”, *Journal of Business Ethics*, n.116, pp.689-701

Steers, Richard M., Sánchez-Runde, C.J., and Nardon, L. (2010) *Management Across Cultures*. New York: University Press. Chapters 2, 3 & 10

Trompenaars, Fons. (2012) *Riding the waves of culture: Understanding Diversity in Global Business*, New York: Irwin. 3rd Edition. Chapter 11

Note: The instructor reserves the right to make changes or modification to this syllabus as needed

Recommended readings:

Cultural Orientations

- Bennett, M. J. & Stewart, E. C. (1991). *American Cultural Patterns*, Yarmouth: Intercultural Press.
- Hall, E. T. (1997). *Beyond Culture*, New York: Anchor Books.
- Hall, E. T. (1981). *The Silent Language*, New York: Doubleday.
- Hofstede, G., Hofstede, G & Minkov, M. (2010) *Cultures and Organizations: Software of the Mind*, McGraw-Hill.
- Hofstede, G. (2001). *Cultures Consequences: International Differences in Work Related Values*, Sage.

Regional Illustrations

- Lewis, R. (2007) *The Cultural Imperative: Global Trends in the 21st Century*, 2nd ed. Boston: Intercultural Press.
- Lewis, R. (2010) *When Cultures Collide: Leading Across Cultures*, 3rd ed. Nicholas Brealey Publishing.
- Gesteland , R., (2005) *Cross-Cultural Business Behavior: Negotiating, Selling, Sourcing and Managing Across Cultures*, Copenhagen Business School Press, 4th.ed.
- Nydell, M. K. (2006) *Understanding Arabs*. Boston: Intercultural Press.
- Storti, C. (2007) *Speaking of India*. Boston: Intercultural Press.
- Nisbett, R. E. (2003) *The Geography of Thought*. New York: Free Press.

Conflict & Negotiation

- Augsburger, D. W. (1992) *Conflict Mediation Across Cultures*. London: Westminster John Knox Press.
- Gesteland , R., (2005) *Cross-Cultural Business Behavior: Negotiating, Selling, Sourcing and Managing Across Cultures*, (4th.ed) Copenhagen: Copenhagen Business School Press.

Management & Human Resources

- Adler, N. (2008). *International Dimensions of Organizational Behavior*, (5th ed.) Prentice Hall.
- Carr-Ruffino, N. (2009) *Managing Diversity: People Skills for a Multicultural Workplace*, (8th ed.) Pearson Custom.
- Dalton, M. (2009) *Success for the New Global Manager: How to Work Across Distances, Countries, and Cultures*, Jossey-Bass.
- Dowling, P., Welch, D. and Schuler, R., (2007) *International HRM: Managing People in a Multinational Context* (5th ed) South Western College Publishing.
- Guirdham, M, (2005) *Communicating Across Cultures at Work* (2nd ed) Palgrave Macmillan.
- Marx, E. (2001). *Breaking Through Culture Shock*. Yarmouth: Intercultural Press.
- Trompenaars, F. & Hampden-Turner, C. (2000). *Building Cross-Cultural Competence*, New Haven: YUP.

Leadership

- Brown, J. F. (2007). *The Global Business Leader*. New York: Palgrave MacMillan.
- Trompenaars, F. & Voerman, E. (2009) *Servant-Leadership Across Cultures*. London: Infinite Ideas Press.
- Zweifel, Thomas D. (2003). *Culture Clash: Managing the Global High-Performance Team*. New York: Select Books.

Academic Journals:

International Journal of Human Resource Management
International Journal of Cross-cultural Management
Harvard Business Review

ADDITIONAL RESOURCES

In order to ensure you success abroad, CEA has provided the academic resources listed below. In addition to these resources, each CEA Study Center provides students with a physical library and study areas for group work. The Academic Affairs Office at each CEA Study Center also compiles a bank of detailed information regarding libraries, documentation centers, research institutes, and archival materials located in the host city.

- **UNH Online Library:** As a CEA student, you will be given access to the online library of CEA's School of Record, the University of New Haven (UNH). You can use this online library to access databases and additional resources while performing research abroad. You may access the UNH online library [here](#) or through your MyCEA Account. You must comply with UNH Policies regarding library usage.
- **CEAClassroom – Moodle:** CEA instructors use Moodle, an interactive virtual learning environment. This web-based platform provides you with constant and direct access to the course syllabus, daily schedule of class lectures and assignments, non-textbook required readings, and additional resources. Moodle includes the normal array of forums, up-loadable and downloadable databases, wikis, and related academic support designed for helping you achieve the learning objectives listed in this syllabus.

During the first week of class, CEA academic staff and/or faculty will help you navigate through the many functions and resources Moodle provides. While you may print a hard copy version of the syllabus, you should always check Moodle for the most up-to-date information regarding this course. The instructor will use Moodle to make announcements and updates to the course and/or syllabus. It is your responsibility to ensure that you have access to all Moodle materials and that you monitor Moodle on a daily basis in case there are any changes made to course assignments or scheduling.

To access Moodle: Please log-in to your MyCEA account using your normal username and password. Click on the "While You're Abroad Tab" and make sure you are under the "Academics" sub-menu. There you will see a link above your schedule that says "View Online Courses" select this link to be taken to your Moodle environment.

COURSE CALENDAR
Course Title: Cross-Cultural Management

Session	Topic	Activity	Student Assignments
1	Course Introduction, Syllabus & Requirements	Lecture and group exercise	Overview of syllabus, course material, and course assignments
2	Introduction to Cross-Cultural Management: living and working across cultures	Simulation	Reading: Steers et al. Chapter 2 pp.30-57
3	What is culture? Diversity around the world	Lecture, discussion, and video	Reading: Dumetz Chapter 1 pp.19-38
4	Describing cultural differences	Lecture, discussion, and group dynamic	Reading: Review Dumetz Chapter 1 pp.19-38
5	Cultural Dimensions relating to people	Lecture and analysis of a critical incidents	Reading: Dumetz Chapter 4 pp.117-141
6	Cultural dimensions relating to time	Lecture and analysis of cross-cultural dialogues	Reading: Dumetz Chapter 5 pp.147-162
7	Cultural dimensions relating to the world	Lecture and group analysis of case study	Reading: Dumetz Chapter 6 pp.169-193
8	Intercultural Communication: verbal communication	Lecture and practical exercises	Reading: Dumetz et al. Chapter 3 pp. 81-107 Assignment: “Analysis of Critical Incidents”
9	Intercultural Communication: non-verbal issues	Lecture and role play activity	Reading: Harris & Moran Chapter 2 pp.42-64
10	Country specific values and Business culture 1	Guest speaker	Reading: Harris & Moran Chapter 15 pp. 520-544

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11	Country specific values and Business culture 2	Lecture and group activity	<p>Reading:</p> <ul style="list-style-type: none"> • WorldBusinessCulture.com, Kwintessential.co.uk <p>Assignment: “Reflection on guest speaker presentation”</p>
12	Intercultural Communication Competence Giving Feedback across cultures	Lecture and practical exercises	Reading: Comfort & Franklin Chapter 9 pp.124-133
13	Intercultural Conflict and Negotiation	Lecture and analysis of video Self-assessment and group work	Reading: Steers et al. Chapter 7 pp. 223-252
14	Midterm exam review	Course content review Analysis of critical incidents	Assignment: “Reflection on conflict resolution style self-assessment”
15	MIDTERM EXAM	MIDTERM EXAM	MIDTERM EXAM
16	Multicultural Teams 1 Improving communication in teamwork	“Diversity Icebreaker” workshop	Group project presentations assigned
17	Multicultural Teams 2 Disteffano’s MBI Model	Lecture, self-assessment and group work	<p>Reading: DiSteffano’s article “Creating value with diverse teams in global management”</p> <p>Assignment: “Questions on DiSteffano’s MBI model”</p>

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18	Managing diversity & inclusion in organizations 1	Lecture and group work	<p>Readings:</p> <ul style="list-style-type: none"> • Moran & Harris Chapter 6 pp.156-176 • HBR Article: “Does race or gender matter more to your paycheck?”
19	Diversity management in organizations: good practices	Guest speaker	<p>Readings:</p> <ul style="list-style-type: none"> • Article “When selection ends and discrimination begins” • Article: “Why I hired an executive with a mental illness” <p>Group case analysis assigned</p>
20	GROUP PROJECT PRESENTATIONS	GROUP PROJECT PRESENTATIONS	Prepare presentation
21	GROUP PROJECT PRESENTATIONS	GROUP PROJECT PRESENTATIONS	Prepare presentation
22	Global Leadership	Field Study	<p>Reading: Comfort & Franklin Chapter 13 pp.179-191 & Hoppe, Michael H. (2007). “Culture and leader effectiveness: the GLOBE Study”.</p> <p>Assignment: “Description of an admired global leader”</p>

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23	National cultures & corporate cultures	Lecture and case analysis	Reading: Trompenaars Chapter 11 pp.193-221
24	Business ethics in international work 1	Lecture and group exercise	Reading: Sanchez-Runde et al. article “Cultural roots of ethical conflicts in global business”
25	Business ethics in international work 2	Group exercise and discussion on ethical conflict cases	Reading: review Sanchez-Runde et al. article “Cultural roots of ethical conflicts in global business” Assignment: “Analysis of an ethical dilemma”
26	Overcoming cultural biases	Video and group discussion Exercise: Project Implicit (Harvard)	Reading: “Ten simple steps to destruct bias”
27	Expatriation and relocations 1	Guest speaker	Reading: Harris & Moran Chapter 8 pp.205-228
28	Expatriation and relocations 2	Group presentations on case study	Case study assignment due
29	Living and working globally: Intercultural Competence	Self-assessment and reflection. Group discussion Closing exercise	Reading: Comfort & Franklin Chapter 3 pp.46-60
30	FINAL EXAM	FINAL EXAM	FINAL EXAM

SECTION III: CEA Academic Policies

The policies listed in this section outline general expectations for CEA students. You should carefully review these policies to ensure success in your courses and during your time abroad. Furthermore, as a participant in the CEA program, you are expected to review and understand all CEA Student Policies, including the academic policies outlined on our website. CEA reserves the right to change, update, revise, or amend existing policies and/or procedures at any time. For the most up to date policies, please review the policies on our website.

Class & Instructor Policies can be found [here](#)

General Academic Policies can be found [here](#)