

MANA 7354 | Cultural Issues in Global Management

Asynchronous Online

General Course Information

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Course Objectives and Student Learning Outcomes

This course combines traditional academic coursework with an immersive, in-country experience in Argentina. Students will explore global business practices through on-site visits to companies across a range of industries. These visits provide exposure to diverse business models, operational strategies, and industry-specific challenges within an international context. The one week abroad serves as an extended classroom, offering valuable experiential learning that complements the academic content.

The primary objective of this course is to deepen your understanding of key issues in cross-cultural management. During our visit to Argentina and the surrounding region, you will observe and experience elements of Argentina's national culture firsthand. Through assigned readings, written assignments, company visits, and cultural immersion, we will examine critical aspects of organizational culture and analyze how national and organizational cultures influence international business practices and managerial decision-making.

Learning Goals

- Analyze key concepts and challenges in cross-cultural management within a global business context.
- Identify and interpret characteristics of Argentina's national culture through direct observation and experiential learning.
- Evaluate the relationship between national culture and organizational culture in international business settings.
- Compare cultural dimensions and management practices between Argentina and other global contexts.
- Apply cross-cultural frameworks to assess real-world business situations.
- Reflect critically on personal cultural assumptions and their impact on leadership and communication in diverse environments.

Required Instructional Materials

Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the waves of culture: Understanding diversity in global business* (3rd ed.). McGraw-Hill.

Additional readings and videos will be available throughout the semester on Canvas and Microsoft Teams.

Tentative Course Schedule

TBD	Mandatory program orientation (on UH campus)
Dec 22	Official start of the Winter mini semester
Jan 9	Paper due by 11.59pm
Jan 12	TBD – company visit
Jan 13	TBD – company visit
Jan 14	TBD – company visit
Jan 15	TBD – company visit
Jan 16	TBD – company visit (the last day of the program)

Grading Rubrics and Weights

Assessment Component	Points Possible
Participation in Discussions	50
Professional Conduct & Engagement	50
Analytical Paper	100
Total	200

Course Policies and Procedures

Participation in Discussions

During our week in Argentina, we will visit several companies. A daily debriefing is required at the end of each day, except on Friday. The purpose of the debriefing is to reflect on the experiences of the day and highlight observed situations or behaviors that illustrate various aspects of Argentine culture. In these reflections, students should apply the cultural frameworks and concepts learned in class to analyze their observations. Simply commenting on obvious cultural differences or superficial impressions is insufficient; thoughtful, theory-based analysis is expected. You will either be assigned to a group of four students or may choose your own group. Additionally, each student is required to post a brief introduction during the first week of class.

Professional Conduct & Engagement

All Bauer students are expected to adhere to the ethical principles described in the Bauer Code of Ethics and Professional Code. You can find this code at:

www.bauer.uh.edu/BCBE/BauerCode.htm

In addition, to ensure a successful and respectful experience for everyone during the learning abroad program, students are expected to conduct themselves according to the following guidelines:

Timely Arrivals and Departures

You are part of a group, and we all have a schedule to follow. Buses will depart on time, and daily departure times will be announced in advance. If you miss the bus, do **not** attempt to visit host sites on your own or ask to be admitted separately. Missing the bus will result in a one-letter grade deduction.

Attention During Host Site Visits

Full attention and professional behavior are required during all tours and company visits. Avoid side conversations, entering and exiting meeting rooms unnecessarily, or wandering off. Cell phone use is not allowed unless explicitly permitted. Photo opportunities will be designated when appropriate. Always ask before taking photos. Sneaking photos is strictly prohibited.

Dress Code

Business casual attire is required throughout the trip. Specific expectations will be reviewed during the mandatory orientation.

Respect for Hosts and Fellow Students

Treat everyone—hosts, guides, staff, and your fellow classmates—with professionalism and respect. Remember: you are representing both yourself and the University of Houston.

Grading Note

This component is worth 50 points, but unprofessional behavior during the trip may result in additional penalties, including the possibility of receiving an F for the course, at the discretion of the professor.

Analytical Paper

The purpose of this paper is to analyze Argentina's national culture using one of the cross-cultural frameworks covered in class. You may complete this assignment individually or in a group of up to three students. If working in a group, you are responsible for selecting your own group members.

Research Requirements

Begin your research with the assigned readings and videos available on Microsoft Teams. However, you will also need to find at least four additional sources that provide insight into Argentina's national culture. At least two of these sources must be peer-reviewed journal articles with a research focus. I recommend using the UH Library databases such as Business Source Complete and PsycINFO to locate appropriate materials. These sources should be thoughtfully incorporated into your paper to support your analysis—remember, the goal is not to summarize the articles but to use them to deepen your understanding.

Content & Structure

The final paper should be a minimum of 2,000 words and must be organized into clearly labeled sections. Your analysis must address the following four components:

- First, provide an overview of the cultural model you have chosen to use—either Trompenaars or Hofstede—and explain why it is the most appropriate framework for your analysis (10 points).
- Next, examine each of the model's dimensions in detail, applying them specifically to Argentina's cultural context. Your goal is to explore how these cultural characteristics manifest in Argentine society and business practices (20 points).
- Then, reflect on the cross-cultural challenges and differences you might encounter during your learning abroad experience in Argentina. Compare and contrast each cultural dimension with your own cultural background. If you are working in a group, each student must write their own individual reflection for this section (40 points).
- Finally, discuss how both the cultural model and your research findings can support your development in a future global career. Reflect on the main takeaways from this assignment and how they will shape your approach to cross-cultural interactions in a professional setting (30 points).

Formatting & Submission

In addition to meeting the content requirements, all papers must follow these guidelines and policies

- Cover page with a descriptive title, the course name, semester, and your name (or the names of all group members if applicable). Be sure to include page numbers throughout.
- Reference page listing all sources, use APA style.
- Headings and subheadings to help organize your paper.

- The completed paper is due by **January 9**. Please note that for each calendar day the paper is late, the grade will be lowered by one letter grade increment (e.g., A to A-, A- to B+, etc.)

University Policies and Student Support Resources

Mental Health and Wellness Resources

The University of Houston has a number of resources to support students' mental health and overall wellness, including [CoogsCARE](#) and the [UH Go App](#). [UH Counseling and Psychological Services \(CAPS\)](#) offers 24/7 mental health support for all students, addressing various concerns like stress, college adjustment and sadness. CAPS provides individual and couples counseling, group therapy, workshops and connections to other support services on and off- campus. For assistance visit uh.edu/caps, call 713-743-5454, or visit a [Let's Talk](#) location in-person or virtually. Let's Talk are daily, informal confidential consultations with CAPS therapists where no appointment or paperwork is needed.

Need Support Now? If you or someone you know is struggling or in crisis, help is available. Call CAPS crisis support 24/7 at 713-743-5454, or the National Suicide and Crisis Lifeline: call or text 988, or chat 988lifeline.org.

Title IX/Sexual Misconduct

Per the UHS Sexual Misconduct Policy, your instructor is a "responsible employee" for reporting purposes under Title IX regulations and state law and must report incidents of sexual misconduct (sexual harassment, non-consensual sexual contact, sexual assault, sexual exploitation, sexual intimidation, intimate partner violence, or stalking) about which they become aware to the Title IX office (known at UH as the Equal Opportunity Services office or "EOS"). Please know there are places on campus where you can make a report in confidence. You can find more information about resources on the UH [Title IX/Sexual Misconduct Resources page](#). Please note that you may also report concerns of discrimination based on your protected class identity to EOS.

Reasonable Academic Adjustments/Auxiliary Aids

The University of Houston is committed to providing an academic environment and educational programs that are accessible for its students. Any student with a disability who is experiencing barriers to learning, assessment or participation is encouraged to contact the Justin Dart, Jr. Student Accessibility Center (Dart Center) to learn more about academic accommodations and support that may be available to them. Students seeking academic accommodations will need to register with the Dart Center as soon as possible to ensure timely implementation of approved accommodations. Please contact the Dart Center by visiting the website: <https://uh.edu/accessibility/> calling (713) 743-5400, or emailing jdcenter@Central.UH.EDU.

The [Student Health Center](#) offers a Psychiatry Clinic for enrolled UH students. Call 713-743-5149 during clinic hours, Monday through Friday 8 a.m. - 4:30 p.m. to schedule an appointment.

The [A.D. Bruce Religion Center](#) offers spiritual support and a variety of programs centered on well-being.

The [Center for Student Advocacy and Community \(CSAC\)](#) is where you can go if you need help but don't know where to start. CSAC is a "home away from home" and serves as a [resource hub](#) to help you get the resources needed to support academic and personal success. Through our [Cougar Cupboard](#), all students can get up to 30 lbs of FREE groceries a week. Additionally, we provide 1:1 appointments to get you connected to on- and off-campus resources related to essential needs, safety and advocacy, and more. The [Cougar Closet](#) is a registered student organization advised by our office and offers free clothes to students so that all Coogs can feel good in their fit. We also host a series of cultural and community-based events that fosters social connection and helps the cougar community come closer together. Visit the CSAC homepage or follow us on Instagram: @uh_CSAC and @uhcupbrd. YOU belong here.

Women and Gender Resource Center

The mission of the [WGRC](#) is to advance the University of Houston and promote the success of all students, faculty, and staff through educating, empowering, and supporting the UH community. The WGRC suite is open to you. Stop by the office for a study space, to take a break, grab a snack, or check out one of the WGRC programs or resources. Stop by Student Center South room B12 (Basement floor near Starbucks and down the hall from Creation Station) from 9 am to 5 pm Monday through Friday.

Academic Honesty Policy

High ethical standards are critical to the integrity of any institution, and bear directly on the ultimate value of conferred degrees. All UH community members are expected to contribute to an atmosphere of the highest possible ethical standards. Maintaining such an atmosphere requires that any instances of academic dishonesty be recognized and addressed. The [UH Academic Honesty Policy](#) is designed to handle those instances with fairness to all parties involved: the students, the instructors, and the University itself. All students and faculty of the University of Houston are responsible for being familiar with this policy.

Excused Absence Policy

Regular class attendance, participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston [Undergraduate Excused Absence Policy](#) and [Graduate Excused Absence Policy](#) for reasons including medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Under these policies, students with excused absences will be provided with an opportunity to make up any quiz, exam or other work that contributes to the course grade or a satisfactory alternative. Please read the full policy for details regarding reasons for excused absences, the approval process, and extended absences. Additional policies address absences related to [military service](#), [religious holy days](#), [pregnancy and related conditions](#), and [disability](#).

Recording of Class

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the [Justin Dart, Jr. Student Accessibility Center](#). If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other

person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with anyone without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.