

CULTURAL ISSUES IN GLOBAL MANAGEMENT

MANA 7354

WINTER Mini 2024

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COURSE FORMAT

This course is taught *asynchronously*, which means there is no designated day or time assigned to the course (although optional synchronous sessions are possible, such as virtual office hours or guest lectures). Asynchronous instruction involves accessing content, such as recorded video lectures, readings, assignments, and assessments during a flexible time frame, with due dates as specified on the last page of this syllabus.

COURSE OVERVIEW

A major factor of your future career success in an increasingly global business environment is your ability to relate to and work with people from different cultures. Cultural intelligence (CQ) refers to one's ability to adapt to environments that are different from the ones in which they were socialized. CQ is important because culturally intelligent managers make better decisions in cross-cultural contexts, they are better at communicating across cultures and they can help bridge cultural divides in an organization.

We will tackle the following learning objectives, with the goal of expanding your cultural intelligence:

1. Understand the importance of cross-cultural awareness
2. Analyze various cross-cultural frameworks
 - Hall's cross-cultural framework
 - Hofstede's cross-cultural framework
 - Trompenaars and Hampden-Turner's cross-cultural framework
3. Apply cross-cultural frameworks to specific situations with the goal of developing *cultural metacognition*, the ability to interpret cultural cues and respond to them effectively

REQUIRED COURSE MATERIAL

Harvard Business Publishing Education coursepack:

<https://hbsp.harvard.edu/import/1170495>

All other course material is available on Microsoft Teams.

GRADE DISTRIBUTION (%)

A	93-100
A-	90-92
B+	87-89
B	83-86
B-	80-82
C+	77-79
C	73-76
C-	70-72

PROFESSIONAL CONDUCT

All 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. Although no particular points have been assigned to this component of your grade, unprofessional behavior will result in a grade deduction at the discretion of the professor.

TECHNICAL REQUIREMENTS

In order to facilitate communication and encourage collaboration in this asynchronous class, we will use Microsoft Teams. It is each student's responsibility to join our MANA 7354 Team and stay updated with all the information and assignments in this class. All content on Teams will be available on the first day of class. Although there is an app for Microsoft Teams, I strongly recommend that you download Microsoft Teams for your laptop/computer. You can access Microsoft Teams through our AccessUH homepage.

If any issues arise during completion of your assignments, make sure to take a screenshot of the error, so that you can better communicate that issue with me. **Do not wait until the last minute to submit your assignments, make sure to plan ahead! Late penalties apply to all late assignments.**

STUDENT EVALUATION

REQUIREMENTS	POSSIBLE POINTS
Introduction	20
Self-assessment	40
Team discussion	40
Country analysis	40
Exam 1 (topic: Hofstede)	60
Exam 2 (topic: Trompenaars)	60
Case analysis	60
Total	320

INTRODUCTION

The first assignment in this class is to create an introduction post. **Make sure to complete this assignment before reading any of the other course content!** Go to Microsoft Teams, *Introductions channel*, and answer the discussion prompt. Your introductions are due by December 22nd at 11.59pm. Late posts are penalized 10 points per calendar day.

SELF-ASSESSMENT

You are required to complete a self-assessment based on Hall's cultural framework and then write a self-reflective analysis. This assignment is posted on Microsoft Teams, under Assignments. It is worth 40 points and it is due on December 22nd at 11.59pm. Late submissions are penalized 10 points per calendar day.

TEAM DISCUSSION

Week 2 - Hofstede channel on Microsoft Teams contains instructions on completing your Team Discussion. You are required to meet with your assigned classmates and answer the discussion prompt. This assignment is worth 40 points and it is due by December 29th at 11.59pm. Late submissions are penalized 10 points per calendar day.

COUNTRY ANALYSIS

Each student is required to select a country of interest and create a new channel for that country. You will be the owner of that channel and responsible for creating your own content. The goal of this assignment is to create an online training manual for someone going on a work assignment to the country that you selected. Specific instructions on how to create channel content and the type of content that must be included on your channel are posted on Microsoft Teams, *Week 2 - Hofstede* channel, under Country Analysis Instructions. You must finalize your channel content by January 6th at 11.59pm.

EXAMS

There are two exams in this course and these are the only two assignments that will be taken through Canvas (not Microsoft Teams). Each exam is worth 60 points and it consists of a combination of multiple choice and true/false questions. Please note that exams are only available during a specific week. Exams are timed and you have one attempt at each exam. Exam 1 is available December 24th - December 29th at 11.59pm and it covers readings/videos on Hofstede (study material can be found on channel titled *Week 2 - Hofstede*) while Exam 2 is available January 1st - January 5th at 11.59pm and it covers readings/videos on Trompenaars (study material can be found on channel titled *Week 3 - Trompenaars*). Late exam submissions are penalized 10 points per calendar day.

CASE ANALYSIS

The case analysis is based on the case from the Harvard Business publishing coursepack. After you read the case, go to Microsoft Teams Assignments to read the instructions. Your analysis is due by January 10th at 11.59pm. Late submissions are penalized 10 points per calendar day.

COURSE OUTLINE

To help you plan your time during the next 4 weeks, here is an outline of all assignments/assessments in this course, corresponding to our Teams channels:

General

- This channel is reserved for any course announcements and updates (only I will post on this channel).

Introductions

- All students are required to introduce themselves to the class. Post your introduction directly on the Introductions channel, **DUE 12/22 @ 11.59PM.**

Week 1 - Hall

- Read the article *Beyond Culture or Beyond Control?*
- Complete your Self-assessment (available under Assignments), **DUE 12/22 @ 11.59PM.**
- Meet with your assigned classmates and answer the discussion prompt (look for your name on the Week 1 channel and reply with your answer directly underneath your names), **DUE 12/29 @ 11.59PM.**

Week 2 – Hofstede

- Watch all 6 Hofstede's videos on cultural dimensions
- Read the 3 posted articles
- Practice using Hofstede's country comparison tool
- Start creating your Country Analysis channel
- Complete Exam 1, topic: Hofstede (available on Canvas), **DUE 12/29 @ 11.59PM.**

Week 3 – Trompenaars

- Watch Trompenaars' video on cultural dimensions
- Read *Riding the Waves of Culture*
- Complete Exam 2, topic: Trompenaars (available on Canvas), **DUE 1/5 @ 11.59PM**
- Finalize your Country Analysis channel, **DUE 1/5 @ 11.59PM.**

Week 4 – Synthesis

- Complete your Case Analysis (available under Assignments), **DUE 1/10 @ 11.59PM.**

IMPORTANT COLLEGE AND UNIVERSITY POLICIES

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.

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.

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](tel:988), or chat 988lifeline.org. [Links to an external site.](#)

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.

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. Please know there are places on campus where you can make a report in confidence. You can find more information about resources on the Title IX website at <https://uh.edu/equal-opportunity/title-ix-sexual-misconduct/resources/>.

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.

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](#)[Links to an external site.](#)[Links to an external site.](#).

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.

Resources for Online Learning

The University of Houston is committed to student success, and provides information to optimize the online learning experience through our [Power-On](#) website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, AccessUH and Canvas; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact UHOnline@uh.edu.

UH Email

Please check and use your Cougarnet email for communications related to this course. Faculty use the Cougarnet email to respond to course-related inquiries such as grade queries or progress reports for reasons of FERPA. To access your Cougarnet email, [login](#) to your Microsoft 365 account with your Cougarnet credentials. Visit [University Information Technology \(UIT\)](#) for instructions on how to connect your Cougarnet e-mail on a mobile device.

Syllabus Changes

Please note that the instructor may need to make modifications to the course syllabus. Notice of such changes will be announced as quickly as possible through Canvas.