

**MHR 4020 – Cross-Cultural Management**  
**Course Syllabus**  
**Spring 2018**  
**Fisher College of Business**  
**The Ohio State University**

**Professor Information**

Dr. Rafael Corredoira  
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**Course information**

Days: Monday, Wednesday,  
Friday  
11:30am - 12:25pm  
Schoenbaum 300

**Office Hours**

Wednesday 1:00pm - 3:30pm  
or by appointment

**Course Description**

This course is designed to provide students with the fundamental principles and practical skills to understand and work with the many cultures that make up the global workplace of the 21<sup>st</sup> century. The course will address differences in attitudes, values, and beliefs among different peoples around the world both through general frameworks and also by exploring specific countries. Cross-cultural issues within decision-making, employee motivation, leadership, communication, workplace conflict, and organizational structure are discussed in order to better understand how to manage within international contexts. Throughout the course there will also be a focus on cultural learning and developing cultural intelligence so that students can enhance their overall global leadership skills. The course content is relevant to all individuals who will be engaged in the general management of people and is applicable to all types of jobs within many different organizations and industries.

**Required Materials**

Two textbooks will be used in this course, with selected chapter readings from each:

*1. Cross-Cultural Management: Essential Concepts (4th edition)*

By Thomas, D., & Peterson, M.  
Publisher: Sage  
ISBN: 1506340709

*2. Understanding Global Cultures: Metaphorical Journeys Through 34 Nations, Clusters of Nations, Continents, and Diversity (6th edition)*

By Gannon, M., & Pillai, R.  
Publisher: Sage  
ISBN: 1483340074

Course information, powerpoint presentations, etc. will be available on the Carmen site for this course. Carmen's address is: <http://carmen.osu.edu>. Let me know if you have any problems accessing the page for this course. In general, I will post my slides prior to the class. I usually will leave items out of the slides that are posted prior to class. If I do so, I will post a second complete set of slides after the class.

**Handouts:** Some additional readings, cases, and exercises may be assigned throughout the quarter. These readings will be distributed in class, via e-mail, or on Carmen.

### **Grading**

Grading for this course will be based on your performance on contribution to class, a group project, 3 short reflection papers, and 3 exams.

**Contribution to Class (60 points):** Your participation is essential to the success of this class. Contribution to class includes Preparation and Participation. It is not attendance. Attendance is needed to show preparation and to participate, but attendance is not participation. Participation consists of demonstrating that you are prepared for class by making thoughtful comments / asking thoughtful questions in class. As you may notice, to get participation points, you need to express your thoughts. My expectation is that everyone will express **at least** one thought during a particular class.

For classes where there is a country presentation (see schedule), Participation will be judged on asking questions about the country. You will be expected to either bring 2 questions to class and/or to formulate 2 questions during the presentation. These questions will be handed in after class and be evaluated based on their relevance, level of interest, and level of insight.

Each class a different groups of students will individually submit the name of the top 4 contributors each class thru Canvas. Peer class contribution evaluation will be incorporated in the final contribution grade.

Contribution to class is a cumulative process where you earn points throughout the semester. If you do not make any comments in any of the classes throughout the semester you will receive less than 30 points on this portion of the grade. For the Contribution to class final calculation, I will discard your 3 lowest scores (that includes low scores because of absence).

Since participating in exercises and class discussions / lectures is a key component of the class, attendance is expected. If absent, you will have the opportunity to submit thru Canvas an assignment for partial Contribution to Class credit. However, you must notify the professor of your absence prior to class. You are responsible for any material that is covered during your absence.

What do I consider a thoughtful comment? Thoughtful comments are quality comments and can be characterized by one, or more, of the following attributes:

- Applies theories or concepts from the readings or lectures
- Moves the discussion forward by building on previous contributions with new insights
- Constructively challenges a previous comment or analysis
- Asks insightful questions

What is proper etiquette in class? In addition to your comments, your participation in this class is to be professional. More specifically, you will be expected to treat this class like you would any other business situation and apply the Golden Rule. For example:

- You will be expected to be respectful of your fellow students. Challenging of ideas is encouraged, but it must be done in a respectful manner.
- You will be expected to turn off cell phones during class.
- You will be expected not to IM, text message, or surf the web in class
- You will be expected to notify the instructor if you will miss or be late to class
- You can use electronics to access class material (e.g., textbook, your own notes, take handwritten notes), *but only if the electronics lay flat on the desk.*
- During lecture and discussion time, other uses and screens up are not allowed except when specifically authorized by me.

Rule of Thumb: you are engaging in improper use of an electronic in class if you are using a keyboard, a microphone, or a camera.

I understand sometimes emergencies occur. If you think you have reasons not to follow these guidelines, I expect you to discuss them with me in advance and I will remain the final judge. If you engage in behavior that is deemed unprofessional or detrimental to the learning experience, points will be deducted from your Contribution to Class grade.

**Reflection Papers (15 points):** Throughout the semester you will be expected to complete three short reflection papers (300-600 words, double-spaced) each worth 5 points. For the first two, you are to go out and seek out a new cross-cultural experience. There is significant latitude for these experiences. It could be having lunch with an international student, reading a book from a different country, watching a movie from another country, going to a new international restaurant, etc. After the experience, I want you to briefly detail the experience, reflect on what you learned from that experience, and discuss the value of these types of experiences for your continued cross-cultural development.

These papers are due on **Jan. 31** and **Mar. 9**. For the third paper, you are expected to think about the improvement of your cross-cultural skills after this class is completed and contemplate what you need to do to continue to develop your skills to succeed in working across cultures. This paper is due on **Apr. 18**.

**Group Project (60 points):** Groups of 2-4 individuals will be asked to lead one of the country focus sessions on the class schedule. Groups will be expected to extensively research their chosen country and then teach the class about what they have learned for 35 – 45 minutes. Among the things that should be considered for discussion are: business practices, cultural values, government, religion, education, demographics, language, geography, culture (books, movies, art), the legal environment, food, taboos, local mindsets, etc. In other words, I want each group to become an expert with regards to their chosen culture and then convey that knowledge back to the class. The course textbooks will provide a starting point for each group, but groups are expected to use many resources above and beyond the textbooks. Groups are encouraged to be creative and participative with their presentations bringing in things like music, video, food, games, and discussion. Both the class and I will evaluate the presentations on level of interest and level of learning provided (professor – 80% & class evaluation – 20%). Groups will be expected to turn in a soft copy of their presentation slides as

well as a bibliography of their information sources. I reserve the right to adjust final grade based on team members' evaluation.

**Exams (180 points):** There will be three exams throughout the semester (each worth 60 points). The format for the exams will be primarily multiple choice, and they may include a couple of short essay questions. These exams will not be cumulative in nature and will be spaced at roughly equal intervals throughout the quarter.

All three exams are closed book and the use of notes is not allowed during an exam. The use of all electronic devices (laptop, cell phone, tablet, etc.) during exams is strictly forbidden. You are expected to take the exams when scheduled; failure to take an exam at the appointed time will result in you receiving a score of 0 points for that exam. Students with exam schedule conflicts must speak to me prior to the exam date. Make-up exams will only be granted with a legitimate excuse.

**Acknowledge receipt of Syllabus (3 points – BONUS POINTS)** Acknowledge having received the syllabus by Friday, January 12 at 5 pm by answering the question on Canvas (Assignment –Syllabus acknowledgement)

### Grade Scale

A straight scale, provided below, will be used to determine your final grade based on the total points you earn during the quarter.

Point Range	Final Letter Grade
292 – 315	A
282 – 291	A-
273 – 281	B+
260 – 272	B
251 – 259	B-
241 – 250	C+
229 – 240	C
219 – 228	C-
210 – 218	D+
188 – 209	D
0 – 187	E

### General Comments

Any issues concerning grading (e.g. project grade) need to be called to my attention via e-mail within one week of receipt of the grading. Any student with special accommodation needs due to a disability should speak to me within the first two weeks of the course. Students with these needs are responsible for making me aware of their situation. Academic misconduct and dishonesty will not be tolerated. Suspicion of academic misconduct will be acted upon in accordance with the Ohio State University and Fisher College of Business policy.

Grades assigned at the end of the quarter are not negotiable. Because of the grading system that OSU uses, there is always the likelihood that some students will be just a few points away from the next grade. I do not round up, nor do I provide any opportunity for extra credit; the time to accumulate points is during the semester, not at the end of it.

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## Course Outline and Assigned Reading\*

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### **Week 1      Course Intro**

Mon, Jan 8      Course Syllabus

Wed, Jan 10      Thomas, Ch. 1

Fri, Jan 12      Thomas, Ch. 2

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### **Week 2      Cultural Differences**

Mon, Jan 15      MLK day

Wed, Jan 17

Fri, Jan 19      Thomas, Ch. 3

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### **Week 3      Cultural Interaction**

Mon, Jan 22      Thomas, Ch. 4

Wed, Jan 24      G&P Ch 1

Fri, Jan 26      Country Focus Preparation

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### **Week 4      Culture & Decision-Making**

Mon, Jan 29      Thomas, Ch. 5

Wed, Jan 31      **Reflection Paper #1 Due**

Fri, Feb 2

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### **Week 5      Exam #1 / Culture & Communication**

Mon, Feb 5

Wed, Feb 7      **EXAM #1**

Fri, Feb 9      Thomas, Ch. 6

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### **Week 6      China / Japan**

Mon, Feb 12

Wed, Feb 14      Country Focus: Japan – G&P, Ch.3

Fri, Feb 16      Country Focus: China – G&P, Ch.23 & 24

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### **Week 7      Argentina / Brazil**

Mon, Feb 19      Country Focus Preparation

Wed, Feb 21      Country Focus: Brazil – G&P, Ch. 36

Fri, Feb 23      Country Focus: Argentina – G&P, 37

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### **Week 8      Mexico**

Mon, Feb 26      Country Focus Preparation

Wed, Feb 28      Country Focus: Mexico – G&P, Ch.21

Fri, Mar 2

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**Course Outline and Assigned Reading (Cont...)\***


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**Week 9      Exam #2**

Mon, Mar 5

Wed, Mar 7

**EXAM #2**

Fri, Mar 9

**Reflection Paper #2 Due**


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**Week 10      Spring Break**


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**Week 11      Culture, Motivation and Leadership / India**

Mon, Mar 19

Country Focus Preparation

Wed, Mar 21

Thomas, Ch. 7

Mon, Mar 23

Country Focus: India – G&amp;P, Ch.26 &amp; 27

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**Week 12      Culture and Teams / Russia**


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Mon, Mar 26

Country Focus Preparation

Wed, Mar 28

Thomas, Ch. 8

Friday, Mar 30

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**Week 13      Culture and Org. Structure / Germany**


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Mon, Apr 2

Country Focus: Russia – G&amp;P, Ch.31

Wed, Apr 4

Thomas, Ch. 9

Fri, Apr 6

Country Focus: Germany (?)

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**Week 14      Vote: Country\*\* / Spain/ Portugal or “Cultural Intelligence”\*\***


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Mon, Apr 9

Country Focus: Spain and Portugal – G&amp;P, Ch.34&amp;35

Wed, Apr 11

Cultural Intelligence

Fri, Apr 13

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**Week 15      Culture & International Assignments / Wrap-Up**


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Mon, Apr 16

Thomas, Ch. 10

Wed, Apr 18

**Reflection Paper #3 Due**

Fri, Apr 20

Wrap-Up

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**Week 16      Exam #3**


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Mon, Apr 23

**EXAM #3**


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 \*I reserve the right to make changes to the readings and/or topics as needed

\*\*The class will vote on additional countries to discuss throughout the semester