

TITLE: MANAGEMENT ACROSS BORDERS - MGT 480

LANGUAGE: English

TOTAL HOURS: 45 hours

CREDITS: 3 credits

DESCRIPTION

The focus of the present syllabus is the analysis of how a business must adapt to different cultural contexts. For this purpose, we study the interaction between the culture and the company's structure, processes and human resources. In this way, the student will be able to understand strategies used to optimize such interaction.

The general objective of the course is to learn the main business practices in different cultures, through the analysis of the differences in various countries. This will provide the background to understand and identify threats and opportunities to do business in a global context.

With a clear emphasis on learning and development, the course encourages students to acquire skills in multicultural competence that will be highly valued by their future employers. This has never been as important as now, in a world where, increasingly, all managers are global managers and where management practices and processes can differ significantly across national and regional boundaries.

On a Jacksonville University transcript this course will appear as **Special Topics: Management Across Borders - MGT 480*

COURSE OBJECTIVES

- To learn the general characteristics of different cultures.
- To understand the effect of cultural differences when doing business.
- To review the strategies used to optimize cultural diversity in a company.

Based on the definition of culture, this course provides students a broad understanding how to deal with international cultural issues. The course focuses on the main approaches in intercultural management and cross-cultural management research.

METHODOLOGY

The course will use a combination of guided lectures, classroom interaction, videos, exercises, case studies, field visits, research, case studies, student presentations and individual assignments.

The students will become aware of their own cultural background, intercultural differences and learn via case studies how manage real business situations.

EVALUATION

Attendance to classes and field trips is mandatory; poor attendance will affect the final grade of the student as well as the everyday participation grade.

The final grade consists of four different parts: class participation, a midterm written exam, a final

written exam, and a final project. The breakdown of grades is made up as follows:

Short article presentation	10%
Field Studies	10%
Participation	10%
Written case analysis	20%
Final exam	25%
Individual Research Project	25%

Short article presentation: Students will be required to participate in at least two individual presentations of the case studies/articles. A PowerPoint or Prezzi (at least 15 slides)

Field Visits and Guest Speakers: One individual paper turned in into the next 4 days commenting on the main issues brought about.

2 pages each, 1.5 spaced will explain the results of each field study.

Participation: Students are also expected to actively contribute to the class discussion based on the readings. When determining your class participation grade, traditional criteria such as material preparation, completed reading before class, and collaborative group work are all evaluated. However, it is the active, meaningful and informed verbal and written contribution that you make that is most important to your overall participation grade.

Indeed, willingness to share views in classroom discussions and the insightfulness of your comments and questions about assigned readings will all be taken into account when evaluating your participation.

Written case analysis: The class will be divided in teams. Each team consists of several students. Students will choose their team members based on synergy, congeniality and discipline match to maximize your learning experience and to benefit your classmates.

Once the groups are established at the beginning of the course, it will be very difficult to change team in the middle of the semester due to the continuity of the project. Students need to review the readings and team-discuss the relevant case prior to each meeting and be prepared for class discussion.

Credit will only be given to cases emailed before they are discussed in class.

Individual Research Project: A quality paper must be well-researched, organized, and written. The paper should be double spaced.

Your name, the course number, and the date should be on the first page. Your paper must be prepared on a computer .

The following guidelines should be met:

- ISBD (International Standard Bibliographic Description) or AACR (Anglo-American cataloging rules).
- Selecting a subject assumes what student intends to develop through his project; it must be a subject that permits both theoretical and practical work as well to advance student's personal and professional knowledge.

- When choosing the subject, students must keep in mind that they will have to live with that subject choice throughout the Project. It is therefore critical to think carefully before the subject's selection and presentation.
- The project's coordinator will comment on topics that are too generic, repetitive or lack of innovation during the project revision session, and they will guide students towards further development of the subject.

Your papers should reflect excellence. You will be graded on such things as:

- Quality of thought.
 - Quality of research.
 - Ability to organize ideas and express them effectively.
 - Ability to correctly communicate by using proper grammar, punctuation and spelling skills.
 - Ability to integrate problems and solutions presented in textbook and non-textbook material.
 - Ability to follow the assignment.
 - Ability to apply the management across borders concepts, identify the alternative courses of action, and to justify your position.
 - Focus in a Country, or a Company or an Economic Sector or Industry
 - Examples:
 - The Gap and Zara,
 - Siemens – An International Powerhouse
 - Business in India
- Your paper (8-10 pages 1.5 spacing) + a PowerPoint or Prezzi (at least 15 slides)
- Proposal Step 1: July 6, Thursday
- Title
 - Reason for Choosing
 - Main Sources (at least 8)

Step 2 Draft: Individual Research Project Due: **July 13, Thursday**

Step 3 Paper: Individual Research Project Due: **July 20, Thursday**

Exams: The final exams may contain a mix of multiple choice, short answer and essay questions aimed to test the student's' full comprehension of facts and the ability to argue his/her opinions based on class material.

The guidelines for exams are as follows-

- Any student found cheating will automatically fail this examination. Additional sanctions may be imposed.
- Talking or communicating with other students during the examination is forbidden.
- Desks must be cleared of all books, notes and papers. All unauthorized materials must be put away and remain out of sight throughout the examination.
- All telephones and electronic devices must be turned completely off during the exam.
- Students arriving later than 15 minutes will not be allowed into the classroom to take the examination, subject to the decision of the instructor.
- At the end of the examination students will remain seated until their papers are

collected. No one may leave the room until excused.

- Should assistance be required, students will attract the attention of the instructor.
- Failure to follow these rules will automatically lead to failure of this examination.

FIELD STUDIES

Each course will include a minimum of 2 field studies. These field studies will be directly related to the course work, and may include visits to monuments, companies, government buildings, or museums. A potential field study may include a visit to the HR department of a local company.

ACADEMIC INTEGRITY

SIS programs foster critical thinking and intellectual development of its students. In doing so, SIS requires that students introduce their original thoughts, opinions, and ideas in all of their assignments with the support of cited sources. Any violations of academic integrity, such as cheating, plagiarism, self-plagiarism, academic misconduct, fabrication, misuse or misrepresentation of research, and noncompliance, may result in an automatic "F" or immediate dismissal from the program if the student falls below the minimum number of credits required for the term; 12 credits during the semester, or 3 hours during the summer.

Cheating: Any action that violates the rules and guidelines given by the instructor for submitting assignments or exams.

Plagiarism: Any action that presents the ideas, opinions, research, etc. of another as your own.

- Directly copying another's work without citing sources
- Submitting another person's work into your own without properly citing the source(s) used.
- Paraphrasing another person's work without providing appropriate citations

Self-plagiarism: Submitting a piece of one's own work to receive credit for multiple assignments in one or more classes.

Academic Misconduct: Any act that impedes or threatens the open exchange, expression, or flow of information or fair evaluation of students. This includes intimidation and complicity in any acts or attempts to interfere with the ethical and fair submission and evaluation of student work.

Fabrication: Providing inaccurate or false information, including research findings, quotes, and cited sources, etc.

Non-compliance: Failure to comply with the values, objectives, and procedures contained in this policy.

As SIS is accredited by Jacksonville University, students are held accountable to JU's [Academic Integrity and Code of Conduct](#) . You are expected to read and understand the JU terms and regulations of Academic Misconduct.

(<https://drive.google.com/file/d/1PyZmN0EAH1o4bKVZdZXVYKw-wdiwXewx/view>)

ATTENDANCE POLICY

Semester: Students are allowed THREE absences throughout the semester without penalty. Starting with the fourth absence, the student's FINAL GRADE will be lowered by a fraction of a letter (1/3 of a letter grade). For example, if a student has 4 absences and a final grade of B+, the grade will be lowered to a B, if 5 absences the grade is lowered to B-.

Summer: Students are allowed TWO absences throughout the summer without penalty. Starting with the third absence, the student's FINAL GRADE will be lowered by a fraction of a letter (1/3 of a letter grade). For example, if a student has 4 absences and a final grade of B+, the grade will be lowered to a B, if 5 absences the grade is lowered to B-.

**January Term students are allowed TWO absences as well.*

There are NO excused absences. If a student misses class because s/he is sick, that counts as one of the allowed absences. No excused absences and no excuses.

Quizzes, exams and participation points that are missed because of an absence cannot be recuperated.

Students that arrive late 5 minutes or more will receive a 0 for participation for the day.

COURSE CONTENT

Session	Content		
1	Introduction to the course + revision of the syllabus		
2	Unit I: Cultural Advantages		
3	Unit II: Cultural Patterns		
4	Unit II: Cultural Patterns Exploring underlying cultural assumptions		
5	Unit III: Spheres of Culture Interaction and influence of culture on industries, companies, professions, and regions		
6	Unit IV: Organizational Structure and Processes		
7	Unit V: Strategy How culture can influence the decision process of a company		
8	Unit VI: Human Resources How culture can influence job selection, training, compensation, and promotion		



	in a company		
9	Unit VI: Video – “The Company”		
10	Group Work		
11	Unit VII: The International Manager		
12	GUEST SPEAKER: Managing Across Cultures		
13	MIDTERM EXAM		
14	Unit VII: The International Manager		
15	Unit VIII: The Multicultural Team How to optimize cultural diversity		
16	Unit IX: The Global Organization		
17	Unit X: Ethics and Social Responsibility The debate between ethics and profit in a cultural context		
18	Unit X: Ethics and Social Responsibility Analysis of Cases		
19	Unit XI: Communication in a Second Language		
20	Unit XI: Communication in a Second Language Differences between translation and interpretation		
21	Unit XI: Communication in a Second Language How to improve oral presentation in a second language		
22	Unit XII: Corporate Culture and International Human Resource Management I The company’s perspective		
23	Unit XII: Corporate Culture and International Human Resource Management II The employee’s perspective		

24	Unit XIII: Cultural Awareness Cultural Matters – How to deal with different cultures Cultural Awareness – Culture as “Software of the Mind”		
25	FINAL EXAM		

**Number of sessions vary depending on term.*

BIBLIOGRAPHY

Required text:

Richard M. Steers, Carlos J. Sanchez-Runde, and Luciara Nardon (2010). “Management Across Cultures, Challenges and Strategies “.Published in the United States of America by Cambridge University Press, New York. (Information on this title: www.cambridge.org/9780521513432)

Required Individual Cases:

Case 1. The IKEA catalogue: are there any cultural differences?

Case 2: Cirque du Soleil Inc: The show that revolutionized the circus arts is expanding its global scope

Case 3: Morgan Motor Company: Can the British retro sports car brand still be successful after 100 years?,

Case 4: Harley Davidson: does the image justify the price level?,

Case 5: Tata Nano: The world’s cheapest car,

Case 6: Ka-Boo-Ki. Licensing the LEGO Brand

Case 7: Lego Friends: The world’s third largest toy manufacturer is moving into the girls’ domain

Case 8: DreamWorks: Internationalization of Postman Pat

Required Group Case Study

Group Case Study 1: Sanex

Recommended readings:

Course: Managing People across a Global Context

Book: Managing Across Cultures by Schneider and Barsoux (second edition)

Chapter 1: The Undertow of Culture

Managing across Cultures, Second Edition, by Susan C. Schneider and Jean-Louis Barsoux Copyright © 2003 by Pearson.Education Limited., Published by the Financial Times, and imprint of Prentice Hall.