Master of Business Administration
Management 645 – Managing Across Cultural and Ethical Borders
SYLLABUS

Course Description:
Globalization of the world’s economy has dramatically increased the number of direct interactions that managers have with people from different cultures. As a result, the importance of managers understanding cultural differences and being sensitive to these differences has also increased significantly. This intensive course was designed to sensitize students to the diverse challenges associated with overseas assignments and/or working with a multicultural workforce and the ethical concerns connected with international business activities. This will be accomplished through class discussions, readings, cases, videos, and exercises that were selected to increase awareness of your own culture as well as the cultures around you. Throughout the seminar you will be asked to challenge previously held assumptions and beliefs about what it takes to be an effective cross-cultural manager. Thus, the seminar requires that you open your mind to a whole new global management frontier, one that includes culture as a key variable for understanding human and ethical behavior.

Technology:
Students in this course are expected to be competent in using Microsoft Office word-processing and presentation software. You may bring your laptop for class notes, if you like. The course has a Moodle course component where you can find the required readings, posted as PDF’s and the lecture notes from each day. Grades will also be posted on Moodle when they are ready.

Special Instructional Needs:
Students with disabilities will receive reasonable accommodations in this course. To request course modifications, please contact me as soon as possible. I will work with you and Disability Services in the accommodation process. For more information, visit the Disability Services website at http://www.umt.edu/dss/ or call 406.243.2243 (Voice/Text). Students from cultures which utilize different means of examination or learning methods other than those used in this course should contact me within the first day of class to discuss more culturally appropriate testing approaches.

Required Readings:
There is no textbook for this intensive three-day course. Readings, to accompany the lectures, will be distributed in class.

Methods of Evaluation:
Grading in this course is competitive. You will be evaluated relative to the work that your classmates submit. Your course grade will be based on 1000 points, divided into the following three elements:

<table>
<thead>
<tr>
<th>#</th>
<th>Components</th>
<th>Percentage of Final Grade</th>
<th>Points of Final Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>In-Class Participation and Exercises</td>
<td>50%</td>
<td>500 Points</td>
</tr>
<tr>
<td>2</td>
<td>Group Case Analysis and In-Class PowerPoint Presentation</td>
<td>30%</td>
<td>300 Points</td>
</tr>
<tr>
<td>3</td>
<td>Cultural Consultation Portfolio</td>
<td>20%</td>
<td>200 Points</td>
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<tr>
<td>TOTAL:</td>
<td></td>
<td>100%</td>
<td>1000 Points</td>
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</tbody>
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Final course grades will be assigned on the following basis:

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<thead>
<tr>
<th>Points</th>
<th>Grade</th>
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<th>Points</th>
<th>Grade</th>
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<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>950 – 1000</td>
<td>A</td>
<td>830 – 869</td>
<td>B</td>
<td>730 – 769</td>
<td>C</td>
<td>630 – 669</td>
<td>D</td>
</tr>
<tr>
<td>900 – 949</td>
<td>A-</td>
<td>800 – 829</td>
<td>B-</td>
<td>700 – 729</td>
<td>C-</td>
<td>600 – 629</td>
<td>D-</td>
</tr>
</tbody>
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Below, each one of the grading components is explained in greater detail:

8) In-Class Participation and Exercises: (Up to 50%/500 Points possible)

8.1) In-Class Participation: As mentioned above, class participation will play an integral role in how much learning takes place during this class. Participation will be evaluated in terms of your contribution to class discussions. Both quality and quantity will be evaluated. The most valuable contributions you can make come through integrating discussion outcomes with what you have learned from other courses, and what you have experienced in the outside world.

8.2) Exercises: You will participate in several exercises designed to stimulate your awareness of your own culture as well as others. This will provide the opportunity to experience the cultural differences that exist in the class itself, much like you might encounter in the “real world”. Included in these exercises will be a series of self and group assessments that will provide you with insights into your own cultural values, beliefs, and norms.

9) Case Analysis:

9.1) Group Case Analysis & In-Class PowerPoint Presentation (Up to 30%/300 Points possible):

One full-length case study will be distributed in class on Friday evening for a group PowerPoint presentation, scheduled for Sunday. You will be grouped in teams of five students. Each group has approximately 30 minutes. Every group member should present between 5 and 6 minutes. Your task is to develop a professional PowerPoint presentation, as a part of a pre-departure cross-cultural training package. Think of general and specific cultural issues that could emerge in connection to the product area of the company. The PowerPoint presentation component is worth up to 300 points.

Your presentation will be evaluated by the instructor, as well as your peers for the most objective grading possible, based on the criteria below.

- a.) Content and Focus (up to 50 points possible)
- b.) Cultural Component (up to 50 points possible)
- c.) Speaker Clarity (up to 50 points possible)
- d.) Professionalism (up to 50 points possible)
- e.) PowerPoint Style & Quality (up to 50 points possible)
- f.) PowerPoint Innovation & Creativity (up to 50 points possible)

9.2) Cultural Consultation Portfolio (Up to 20%/200 Points possible):

The written report will be evaluated by the instructor, based on the quality, format, structure, etc. The written report (paper) should have a minimum length of 20 double-spaced pages (average 5 pages per person). Portfolios should be mailed to me, no later than Friday, June 7th, 5:00 p.m. for grading. The Cultural Consultation Component is worth up to 200 points.

10) Report Guidelines:

All submitted work must be professional, typed on a word processor in a standard 12-point ‘Times New Roman’ or ‘Arial’ font, double-spaced, with 1.25” right and left, and 1 top and bottom margins. Work needs to have a title page and all pages within the paper need to have the page number, your name and group number, in the upper right corner of the page. All papers need to be stapled. You should also have a bibliography page (references), if you are utilizing outside sources. References and quotations/sources should be cited following the APA style guide. Consult your style manual. Include a one-paragraph introduction and conclusion. If the paper format is not professional, your final grade will be reduced by half a letter grade (+/-).

Make sure whatever you submit in writing is your own work and reflects your personal impressions and opinions (see section on Academic Dishonesty, Plagiarism and Cheating, listed in 12) below.
I will be critical of papers that do not follow these guidelines. This is done with the purpose of helping you learn to write in a concise, yet thorough manner. The written section will be evaluated as a professional report. This means that the report is representative of one that you would expect to read or produce if you were currently working in the industry. This means the paper should not have grammar, typing, or spelling errors. It should be professionally presented. Please note: Professional presentation does not mean that because you spend more money than your classmates on plastic binders and a slick color cover page you will receive a higher grade.

11) Late Work Submission/Make-Up Conditions:
Due to the short duration of this class and the nature of case studies, late work will not be accepted.

12) Academic Dishonesty, Plagiarism and Cheating:
Appropriate ethical behavior in the classroom, especially for an advanced graduate course, is required of every student. Academic misconduct is subject to an academic penalty by the course instructor and/or a disciplinary sanction by the University. All written assignments in this class must be completely original. All students need to be familiar with the Student Conduct Code, which is available for review online at www.umt.edu/SA/VPSA/index.cfm/page/2585.

13) Some Final Thoughts:
I have made every effort to make my expectations clear and easy to understand. It is your responsibility to ask questions if certain aspects of the material or the procedure are unclear to you.

I look forward to working with you as you develop a better understanding of how to manage effectively and efficiently across cultural and ethical borders. Thank you for signing-up for this course.

Changes to this Course Syllabus are possible, but not intended.