

MBA 645 – *Managing Across Cultural and Ethical Borders*

Online: April 17, 18, 19, 23 and 24, 2020

SYLLABUS

Spring 2020

1) General Course Information:

CRN Number,
Section, Credit(s): CRN #: 34898, Section 66S, 1 Credit

Course Type: Online

Time: April 17, 18, 19, 23 and 24, 2020, with final project due May 1, 2020.
Please see detailed itinerary regarding topics, times and tasks for the five-day online class on the last page of this syllabus.

2) Instructor:

Dr. Udo Fluck: *Adjunct Faculty*, International and Cross-Cultural Competence Management
College of Business Administration, University of Montana
Director, Global and Cultural Affairs, City of Missoula, www.artsmissoula.org
Founder and Director, Seminar Development, Intercultural and Global
Competency Training and Consulting (IGCTC), www.igctc.com

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3) Course Description:

Globalization of the world's economy has dramatically increased the number of interactions (direct and virtual) 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 PowerPoint lectures, delivered via Zoom, class discussions, cases 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.

4) Technology:

4.1) Software Competence and Expectations:

Students in this course are expected to be competent in using Microsoft Office word-processing, presentation software and the Zoom videoconferencing program. The course has a *Moodle* course component, where you can find the required readings, posted as PDF's and the instructor lecture notes from each day.

4.2) Zoom Videoconferencing Rules:

A) Be sure to mute your mic (lower-left corner of your screen) as soon as you sign on and whenever you are *not* speaking. This is important and perhaps the most critical tip on this list to avoid background noise and distractions for others.

B) Please do not use the muting your video option, as it is hard for me to know, if you are still with the class or not. Makes presence and participation grading difficult for me.

C) If at all possible, please refrain from eating, talking with someone else, playing with your pets in the room, or anything else that might be distracting to others.

D) Close unneeded applications on your computer to keep the video optimally functioning.

E) You might want to use a headset with an external mic for best hearing and speaking capabilities.

F) When you are speaking, let others know that you are finished by saying one of these sign-offs: “That’s all.” “I’m done.” “Thank you.” So that everyone knows you have finished your comments.

G) If you want to speak, physically raise your hand or use the “raise hand” feature that is available at the bottom center of your screen.

H) In the interest of time (I would like to provide as much content for you, as possible) please do not ask questions during my presentation, but rather use the time reserved at the end of each day for Q & A.

I) Be mindful of movement and background lighting. Please find a steady location, from which to watch the seminars. Do not move around with your laptop. Be sure that there is nothing visually distracting (e.g., cars or people going by) in the background too. If you are sitting in front of a window, you may be completely darkened by the light coming through the window. Your overhead light also might need to be turned off or dimmed as well.

J) Remember to sign out or “leave the meeting” when the session is finished.

Thank you in advance, for attending to these suggested rules that will hopefully make the online classroom experience better for all!

5) 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/>.

6) Required Readings:

There is no textbook for this online course. Readings, to prepare for, and accompany, the Zoom lectures, will be posted in the Moodle course shell.

7.) 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 five elements:

#	Components	Percentage of Final Grade	Points of Final Grade
1	Zoom Presence and Participation	10%	100 Points
2	Professional Personal Profile	10%	100 Points
3	Written Assignments/Reflections	10%	100 Points
4	Group Case Analysis and <i>PowerPoint</i> Presentation	40%	400 Points
5	Cultural Consultation Portfolio	30%	300 Points
	TOTAL:	100%	1000 Points

Final course grades will be assigned on the following basis:

Points	Grade	Points	Grade	Points	Grade	Points	Grade
950 – 1000	A	830 – 869	B	730 – 769	C	630 – 669	D
900 – 949	A-	800 – 829	B-	700 – 729	C-	600 – 629	D-
870 – 899	B+	770 – 799	C+	670 – 699	D+	0 – 599	F

Below, each one of the grading components is explained in greater detail:

8.) Presence, Participation, Personal Profile and Written Assignments/Reflections

8.1) Zoom Presence and Participation: Virtual 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) Professional Personal Profile: You are expected to develop a professional personal profile that informs us about who you are, what interests you have in this class and the topic, any international or cultural experience you might have (travel, study abroad, internship, or work abroad, peace corps, etc.)

8.3) Written Assignments/Reflections: There will be short writing assignments/reflections assigned to you after some of the Zoom sessions. These should be e-mailed to the instructor and are typically due the following day by noon.

9) Case Analysis:

9.1) Group Case Analysis & In-Class PowerPoint Presentation

One full-length case study will be distributed electronically on the first day of class, for a group *PowerPoint* presentation at the end of the class. You will be grouped in teams of four to five students. Each group has approximately 30 minutes. Every group member should present between 6 and 7 minutes. Depending on enrollment, there may be 5 to 6 student presentation groups. 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 400 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

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 4 pages per person). Portfolios should be-mailed to me, no later than Friday, May 1st, 5:00 p.m. for grading. The Cultural Consultation Component is worth up to 300 points.

10) Report Guidelines:

All submitted work must be professional, typed, 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. 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.

11) Late Work Submission/Make-Up Conditions:

Due to the short duration of this online class, late work will not be accepted. No exceptions!

12) Academic Dishonesty, Plagiarism and Cheating:

Appropriate ethical behavior in this class, 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:

<https://www.business.umt.edu/ethics/professional-conduct-code.php>.

13) Mission Statement and Assurance of Learning:

The College of Business at the University of Montana creates transformative, integrated, and student-centric learning experiences, propelling our students to make immediate and sustained impact on business and society. We nurture our students' innate work ethic to develop confident problem solvers and ethical decision makers. We pursue thought leadership and collectively create opportunities for a better life for our students, faculty, and staff.

COB Core Values:

- Students first: We educate the whole person
- Experiential learning: We create experiences that matter
- Thought leadership: We create rigorous and relevant knowledge
- Stewardship: We value people, planet and profit

As part of our assessment process and assurance-of-learning standards, the COB has adopted the following learning goals for our undergraduate students:

MBA graduates will demonstrate...

1. Integrated knowledge of business functions.
2. Communication skills and teamwork ability.
3. Ethical conduct, social responsibility, and professional leadership.
4. Analytical and innovative thinking in business problem solving.
5. Knowledge and application of current trends in information technology.
6. Ability to evaluate implications of operating in the global business environment.

14) 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.

Please see *Detailed Tentative Agenda* on the following page.

Have a great class!

15) Detailed Tentative Agenda: MGMT 645 – *Managing Across Cultural and Ethical Borders*

DATE	TIME	TOPIC/FOCUS OF CLASS SESSION(S)
Live Zoom Session Friday, April 17 th 06:10 – 09:00 p.m.	06:10 - 06:30	Brief Course/Instructor Introduction and Syllabus Discussion
	06:30 - 08:45	Imperatives for Cross-Cultural Competence Stereotypes and Sociotypes Metaphors of Cultural Diversity and Iceberg Theory Edward T. Hall <ul style="list-style-type: none"> • High-Contact and Low-Contact Cultures (Proxemics) • High-Context and Low-Context Cultures • Monochronic/Polychronic Time, Haptics and Oculistics • <i>Distribution of Group Case Analysis for Presentation</i>
	08:45 - 09:00	First Day Wrap-up
Live Zoom Session Saturday, April 18 th 6:10 – 9:00 p.m.	06:10 - 08:45	Geert Hofstede's Cultural Dimensions: <ul style="list-style-type: none"> • Power Distance • Individualism/Collectivism • Masculinity /Femininity • Uncertainty Avoidance • Long-Term Orientation • Indulgence vs. Restraint
	08:45 - 09:00	Second Day Wrap-up
Live Zoom Session Sunday, April 19 th 6:10 – 9:00 p.m.	06:10 - 08:45	Cross-Culture Management Issues <ul style="list-style-type: none"> • Preparing and Managing Culture Shock Adjustment Expatriate Manager Issues <ul style="list-style-type: none"> • Reverse-Culture Shock Adjustment Business Ethics in the Global Marketplace <ul style="list-style-type: none"> • Is Bribery a Cultural Issue? • Transparency Intern. Corruption Perceptions Index
	08:45 – 09:00	Third Day Wrap-up
Live Zoom Session Thursday, April 23 rd 6:10 p.m. - 9:00 p.m.	FINAL PROJECT GROUP PRESENTATIONS	
	06:20 - 06:50	Group # 1: Case Analysis and Presentation
	06:50 - 07:00	Peer Evaluation, Audience Questions, Instructor Feedback
	07:00 - 07:30	Group # 2: Case Analysis and Presentation
	07:30 - 07:40	Peer Evaluation, Audience Questions, Instructor Feedback
	07:40 - 08:10	Group # 3: Case Analysis and Presentation
	08:10 - 08:20	Peer Evaluation, Audience Questions, Instructor Feedback
	08:20 - 08:50	Group # 4: Case Analysis and Presentation
Live Zoom Session Friday, April 24 th 6:10 p.m. - 8:00 p.m.	08:50 - 09:00	Peer Evaluation, Audience Questions, Instructor Feedback
	06:20 - 06:50	Group # 5: Case Analysis and Presentation
	06:50 - 07:00	Peer Evaluation, Audience Questions, Instructor Feedback
	07:00 - 07:30	Group # 6: Case Analysis and Presentation
	07:30 - 07:40	Peer Evaluation, Audience Questions, Instructor Feedback
	07:40 - 08:00	Course Wrap-Up
Friday, May 1 st , 2020	By 5:00 p.m. via e-mail	Submit Cultural Consultation Portfolio (Worth up to 300 points)

