I. Course Information:

Title: Managing Across Cultures  
Course #: MGMT 7017 001  
Credit Hours: 2  
Term: Summer 2017 1st half semester  
Prerequisites: N/A

Please note that the first class session (Module 1) will be delivered in an online format. There is no live class meeting on Thursday, May 11. That session is available on Blackboard as Module 1. Our first live class session will be Thursday, May 18.

II. Instructor Information:

Name: Dr. Larry Gales
Title: Associate Professor of Management, Academic Director for International Programs  
Office Information: LCB, Room 508  
Office: (513)556-7127  
Fax: (513)556-4891  
Email: Lawrence.gales@uc.edu  
Office Hours: Thursday 5:30 – 6:00 (prior to class)  
Communication Policy: You are encouraged to contact me anytime via email. A response will be given within 36-48 hours except on weekends.

III. Link to Pace:

This course aligns with PACE, the Lindner College of Business platform for developing the total business professional.

P – Professionalism  
• Enhance oral & written communication, express ideas clearly, logically and persuasively.  
• Develop and practice teamwork skills through group projects and exercises.  
• Practice professional habits of punctuality, preparation, respect and participation.

A – Academics  
• Develop foundational knowledge of core business functions and their interactions within firms.  
• Begin applying functional and cross-functional knowledge to critically analyze business problems; for example applying techniques for business plan development.

C – Character  
• Learn and apply leadership techniques for project management (plan, brief, execute, debrief).  
• Build an understanding and initial skills of managing diversity, including understanding cultural differences, and challenges and opportunities of global business.
Understand importance of ethics and social responsibility in business and personal settings.

E – Engagement
- Build understanding of importance and practices of networking through interactions with business professionals and guest speakers.
- Develop awareness and appreciation of involvement in social organizations, community service, and professional group opportunities.

IV. Course Materials
- **Required cases and readings**:
  - BB Listed in the syllabus. Available on Blackboard
  - LIB Available through the UC library electronic journals

Options for Purchasing the Text Include:
- For the best price, check on-line sources; note that there is a paperback version ($24.95) and pdf downloadable version ($13.97). There are numerous sites offering the paperback for considerably less.

V. Course Description:
This course will focus on providing you with a foundation in knowledge and analytical skills to understand management in the global business context of the 21st century. We will examine the concept of national culture as it applies to management practice and we will examine sample cultures from several key business environments. It is difficult in a seven-week (and one week is a holiday), two-credit course to cover this topic in a comprehensive manner. Rather, we will focus on the BRIC countries of Brazil, Russia, India, and China plus South Africa. My rationale is that these five countries represent a diverse landscape of opportunities in developing economies. They also represent some of the serious challenges that business faces as anyone who has followed the situation in the Ukraine and Russia, the challenges of the World Cup and Olympics in Brazil, the economic stagnation and political turmoil in India and the environmental disaster in China can attest. Moreover, many of the basic concepts and lessons (although not the specifics of the cultures) apply universally and I will also bring in examples and issues from other parts of the world. The objective is to know the correct questions to ask prior to and during any international business encounter. There is nothing quite like the experience of being there (wherever “there” happens to be) to learn about culture. I strongly encourage you to take advantage of the LCB’s study abroad short-course opportunities to get some first-hand exposure. This course is preparation for that exposure or any other international experience. It is merely a start.

VI. Student Learning Outcomes:
- Be able to conduct preliminary research on specific national cultures
- Be able to apply culture frameworks to develop an analytical framework
- Be able to apply that framework and methodology to analyzing the culture of any given country
- Be able to apply culture frameworks to analyzing a business case
- Be able to communicate your findings in clear, concise, professional writing
VII. Instructional Methods:

The following course utilizes the Blackboard (Bb) Learning Management System to provide student-centered online learning that will enhance the teaching and learning process. Through a variety of instructional methods (e.g. in-class discussion, lectures (supported by video lectures available on Blackboard), readings, online assessments, etc.) the learner will become immersed and engaged in the learning process. If you are not familiar with these tools, please visit http://www.uc.edu/ucit/learningtechnologies/mobilelearn.html.

VIII. Course Communication:

University policy requires that the email set up in Blackboard is the primary means of communication. It is advisable that you use your UC email for this purpose and that you check it often. If you choose to change your email in Blackboard to a non-UC email it is your responsibility to ensure you check it frequently. Please see the attached Student Email Policy for more information: http://www.uc.edu/content/dam/uc/infosec/docs/general/Policy_StudentEmail.pdf.

IX. Course and Grading Policies:

1. **Course Structure:** Changes to the syllabus, due dates, course requirements or grading requirements will be made as far in advance as possible. Due dates will be clearly marked in Blackboard. All assignments will be submitted via Blackboard using Word documents (no PDF documents). When completing discussion board assignments please make sure to abide by the rules of *netiquette* that are posted under course documents.

2. **Academic Integrity:** As with all Lindner College of Business efforts, this course will uphold the highest ethical standards, critical to building character. Ensuring your integrity is vital and your responsibility. LCB instructors are required to report ANY incident of academic misconduct (e.g., cheating, plagiarism) to the college review process, which could result in severe consequences, including potential dismissal from the college. For further information on Academic Misconduct or related university policies and procedures, please see the UC Code of Conduct (http://www.uc.edu/conduct/Code_of_Conduct.html).

3. **Disability:** Students with disabilities who need academic accommodations or other specialized services while attending the University of Cincinnati will receive reasonable accommodations to meet their individual needs as well as advocacy assistance on disability-related issues. Students requiring special accommodation must register with the Disability Services Office. http://www.uc.edu/sas/disability

5. **Missed and/or late case assignments and graded Discussion Board exercises:** No late assignments will be accepted. Because of the nature of the case assignments and subsequent online discussions, it is not possible to accommodate late work.

6. **Campus Closures:** In the event of inclement weather and the university is closed, the closure will not affect the online portions of this course (written assignments will still be due).
7. Criteria for letter grades:

Your course grades will be based on your performance on the following:

- Two (2) written case analyses – 50 points each = 100 pts
- In-class case discussions and class participation = 50 pts
- Team case presentation = 50 pts
- Total = 200 pts

Grade distribution:
≥ 187 = A; 180-186 = A-; 174-179 = B+; 166-173 = B; 160-165 = B-; 154-159 = C+;
146-153 = C; 140-145 = C-; 126-139 = D; ≤ 125 = F

Description of Major Assignments

- **Student Profile (post by May 11):**
  - Write a brief 1 page, double-spaced narrative describing your background, work and international experience. Student profiles will be posted in Module 1 under the link labeled: Discussion Board 1.

- **Case Analyses (2 x 50 pts):**
  - You will complete two individual written case analyses. Cases must be submitted electronically through Blackboard as Word documents (NOT PDFs) by 5:59 pm EDST. Name your Word document with your last/family name (if you have a common last/family name, include your first/given name) and an abbreviation for the case. You are to name your file (assuming your name is “Smith”) as follows: smithfivestar.docx. These assignments are deceptively short – three pages, single-spaced. Don’t let the brevity of the assignment trick you into thinking that you can breeze through them. If anything, the opposite is the case. You will need to be very careful and efficient in your analysis and recommendations. You can assume that we have read the cases so that you do not need to provide extensive background. You do need to clearly identify the problem, its causes and your recommended solution. Most importantly, you must provide a rationale for your recommendation. See the notes on case analysis at the end of the syllabus.
  - For the first written assignment, you are to choose among the following cases: McDonald’s Russia, Five Star Beer, Wal-Mart China, Decathlon China: Using Social Media to Penetrate the Internet Market.
  - For the second assignment you are to choose among the following cases: Natura, Lincoln Electric India, and Coffee Wars in India: Café Coffee Takes on the Global Brands.

- **Evaluation:** For the two cases, you will be evaluated on the quality of your analysis and recommendations, as well as the quality of your writing. The papers must be clear, coherent, organized and grammatically correct. I expect that your papers will exhibit a high degree of professionalism. See my note at the end of this document about “cardinal errors.” Any one of these errors can be grounds for fractionally reducing your grade. Case grading rubric (see below)

- **Presentations** will be evaluated on 50 point scale: 20 points for the quality of the presentation itself and 30 points for the comprehensive coverage of the company, situation/problem, background context and especially the recommendation. This will require
some research beyond what is covered in the case itself. (See Rubric Below)

- **In-class discussions/participation (50 pts):** is based on a 50 point scale and includes attendance, involvement/engagement, and encouragement. Everyone is expected to prepare each case for class discussion and be able to comment/critique the presentations. Additionally, there may be cases where no team is assigned to present. In those situations, everyone will be responsible for the discussion. Keep in mind that the quantity of participation is less important than the quality.