

MGMT 245: Cultural Dimensions of International Business

Draft for Spring 2008

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office hours: 11:00 - 12:00 pm Monday / Wednesday/ Friday, or by appointment

Course Schedule Sec 02: MWF 1:10 – 2:00 Reid 401
Sec 01: MWF 2:10 – 3:00 Reid 401

Course Readings Cultural Dimensions of International Business, by Gary Ferraro (5th. Edition).
MGMT 245 Guide and Readings, Susan McAllister

Course Description MGMT 245 will help us to understand the significance of “culture” in both personal and professional domains, and mold ourselves into cultural anthropologists. First, we will define the term, and describe its many facets, including study of verbal and non-verbal communications. We will take an objective look at our American “culture,” comparing and contrasting it to others with our new-found cultural framework. Next, we will develop an awareness of ourselves and our necessarily ethnocentric perspectives. In the process, we will try to shed our cultural baggage and become better interpreters of and participants in other cultures.

Then, given our understanding of the parameters of culture and our increased awareness of ourselves, we can focus on the purpose of the course: developing ourselves into better global citizens and business leaders. For this, we will learn about the many dimensions of globalization; business functions at the international level; and the magnitude and complexities of handling business issues (such as ethics) at the global level. The course will hopefully prove intriguing, challenging, and both professionally and personally fulfilling!

Course Objectives By the end of the course, you should be able to define culture, cultural universals, and:

- hold an appreciation for the many ways in which cultural researchers have questioned and modeled their studies in order to better comprehend/ explain cultural phenomenon;
- identify and clarify your own “ethnocentricities” as they pertain to your interpretation of world events;
- understand your own and other cultures’ value systems, enabling you to compare/ contrast different cultures;
- experiment with your own culture learning process, enhancing your ‘absorption’ abilities as traveler;
- detail the components of “culture shock,” and gain insights as to lessening its impact when traveling;
- explain the nuances of verbal and non-verbal communications, and diminish some of their prospective perils;
- understand a varied sample of the challenges of global management and international business functions, including human resources and management; accounting and finance; marketing and negotiations;
- express yourself clearly in both written and verbal communications through many class means;
- feel stronger as a “critical thinker” – able to think through/ around issues from very fresh perspectives;
- more gladly and easily take on the role and responsibilities of “Global Citizen and Leader, 21st Century”

Methodology Our readings are taken from a variety of sources, offering you a broad spectrum of academic and business information/ perspectives. Readings will be supplemented by guest speakers, informational videos, in-class case studies, a comprehensive group project, reflective exercises, and two in-class exams. Although a short lecture will be given at the start of most classes, we will soon move into discussion, calling upon our combined curiosities, backgrounds, and insights. As you can see, we will have busy sessions. Since class participation accounts for a full 20% of your grade, you need to be in class and alive.

Assignments and Grading Details of course assignments will be handed out in class, and/or available on webct. As you see, a full 40% of your grade will be based on group effort; you will complete all other assignments individually. There are a total of 1,000 points to be earned.

<u>Assignment</u>	<u>Due Date</u>	<u>Points</u>
Exam 1 (in-class)	Feb 15	100
Group Cultural Analysis Project	Part 1 (information required worksheet)	Feb 8 50
	Part 2 (information sources worksheet)	Feb 22 50
	Part 3 (professional paper)	Mar 28 200
	Part 4 (professional presentation)	Mar 31 – April 4 100
Individual Epiphany Reflection Paper	Mar 19	100
Exam 2 (in-class)	April 30	200
Class Participation	Throughout!	200

Letter grades will be assigned as follows:	93% and above: A grade	90-92.9%: A-
87-89.9%: B+	83-86.9%: B	80-82.9%: B-
77-79.9%: C+	73-76.9%: C	70-72.9%: C-
67-69.9%: D+	63-66.9%: D	60-62.9%: D-

Student Conduct Code Students are expected to abide by MSU’s Student Conduct Code and Academic Integrity. Guidelines are available at http://www2.montana.edu/policy/student_conduct/ If you have any questions about using and citing sources, please ask me for clarification.

Accommodations for Disabilities If you have a documented disability, please let me know. Also, contact Disabled Student Services (DSS) at 994-2824. and see www.montana.edu/wwwres

Email All MSU students are required to have MSU email for course correspondence. You will automatically be subscribed to the MGMT 245 listserv, and I will be contacting you often through this channel. Please check your account regularly!

MGMT 245: Cultural Dimensions of International Business Schedule

Introductions:

Jan 16 w introduction to the course; the cultural imperative
reading: *Friedman, Ch. 1: While I Was Sleeping*
18 f cultural anthropology
reading: *Ferraro, Ch 1: Cultural Anthropology & International Business*

Jan 21 m martin luther king day – no class
23 w cultural definitions, universals, values
reading: *Ferraro, Ch 2: Culture & International Business*
25 f barna exercise
reading: *Terpstra, Sarathy, Russov, Ch 7: Researching Foreign Markets*

Part 1: Knowledge of Culture:

Jan 28 m cultural analysis project workday
reading: *Cateora & Graham, appendix: Country Notebook: A Guide*
30 w introduction to cultural taxonomies; cultural taxonomies: Chu's Compass Directions
reading: *Jandt, Ch. 8: Dominant U.S. Patterns (applying Kluckhohn & Strodtbeck)*
Feb 1 f cultural taxonomies: Hofstede's Dimensions
reading: *Ferraro, Ch 5: Contrasting Cultural Values*

Feb 4 m guest speaker Carey Hester. Montana Department of Commerce
6 w cultural taxonomies: Gannon's Metaphors
reading: *Gannon, preface; Ch 1: Metaphorical Use; Ch. 16: American Football*
8 f cultural taxonomies: Hall's Context
reading: *Hall, Ch. 6: Context and Meaning*
cultural analysis project part 1 due (information required worksheet)

Feb 11 m cultural taxonomies: Rapaille's Codes
reading: *Rapaille, intro; Ch 1: The Birth of a Notion; Ch 2: Growing Pains*
13 w taxonomy summary; review for exam
15 f **exam 1**

Feb 18 m presidents' day – no class
20 w bafa bafa exercise
22 f bafa bafa debriefing
cultural analysis project part 2 due (information sources worksheet)

Feb 25 m verbal communications
reading: *Ferraro, Ch 3: Communicating Across Cultures: Language*
27 w non-verbal communications
reading: *Ferraro, Ch 4: Communicating Across Cultures: The Nonverbal Dimension*
29 f communications exercise

Part 2: Knowledge of Self:

Mar 3 m self-awareness
reading: *Cornes, Ch 1: Look in the Mirror; Ch 2: Self-Imposed Barriers*
Mar 5 w lessening culture shock; midterm course and peer evaluations
reading: *Ferraro, Ch 7: Coping with Culture Shock*
7 f cultural analysis project workday; personal epiphany paper assigned

Mar 10 – 14 spring break

Mar 17 m American culture
readings: *Jandt, Ch. 8: Dominant U.S. Patterns (see January 30 reading);
Althen, Introduction; Ch. 1: American Values and Assumptions*

19 w American culture exercise
personal epiphany paper due

21 f university day – no class

Part 3: Becoming Global Leaders:

Mar 24 m global leadership
readings: *Ferraro, Ch 8: Developing Global Managers;
Thomas, Ch 7: The Manager as Leader: Leadership Role Across Cultures*

26 w cultural analysis project workday

28 f guest speaker
cultural analysis project part 3 due (professional paper)

Mar 31 m **cultural analysis part 4 presentations**

April 2 w **cultural analysis part 4 presentations**

4 f **cultural analysis part 4 presentations**

April 7 m global management issues
reading: *Terpstra, Sarathy, Russov, Ch 6: Planning, Organization and Control*

9 w global human resource issues
reading: *Schneider & Barsoux, Ch 6: Culture and Human Resource Management*

11 f global accounting and finance issues
reading: *Brigham & Ehrhardt, Ch. 26: Multinational Financial Management*

April 14 m global market information, research, and decision-making issues
reading: *Beamer & Varner, Ch. 8: Information, Decisions, and Solutions*

16 w global marketing issues
reading: *Terpstra, Sarathy, Russov, Ch 1: Concept of Global Marketing*

18 f guest speaker

April 21 m global negotiations issues
reading: *Ferraro, Ch. 6: Negotiating Across Cultures*

23 w negotiations exercise

25 f global legal, governmental, and ethical issues
reading: *Terpstra, Sarathy, Russov, Ch 4: The Political-Legal Environment
Terpstra, Sarathy, Russov, Ch 7: Ethics and International Business*

April 28 m review for exam 2
reading: *Fatehi, Case 12: the Daimler-Chrysler Merger.*

30 w **exam 2**

May 2 f course summary
reading: *Schmidt, et al., Ch 3: Concept of Cultural Synergy and the Global Organization*
