I. Course Overview:
Since the last century, organizations are internationalizing their operations aggressively to take advantages of technology advancements and global resource accessibility in order to maximize their competitive advantages. As a result, the number of enterprises conducting business across the national borders has increased exponentially. Today, every manager need the knowledge and skills to manage employees from cultures other than his or her own.

This course aims to provide students with a working knowledge of cross-cultural management, help them develop a global mindset, enhance their cultural intelligence, as well as equip them with theoretical and analytical tools to make sound management decisions in a multi-cultural setting. Accordingly, this course will include three modules. First, the economic, political, and cultural context of global businesses along with ethics and corporate social responsibility in a global marketplace. Second, the major human resource functions (i.e., expatriate management, women expatriates, diversity, compensation, and knowledge management) in a multicultural workplace. And third, critical issues and skills relating to multicultural management (e.g., communication, negotiation, decision making, team, and leadership).

A range of participative learning methods will be used to facilitate an active classroom environment (e.g., case study, team projects, experiential exercises, group discussion, role playing, self-assessment, and guest speakers).

II. Course Learning Goals:
- Understand the challenges that managers and Human Resource (HR) professionals face when interacting with a multicultural workforce either abroad or domestic
- Recognize how contextual (e.g., economic, political, and cultural) differences shape workplace interactions and impact the effectiveness of management policies and practices
- Build core competencies required for successful management and leadership in multicultural contexts (e.g., the ability to collect, analyze, and synthesize information to make logical and informed decisions)

III. Required Textbook:

IV. Evaluation and Student Responsibilities:

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<td>Individual Cases</td>
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<td>Group Project</td>
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<td>Community Contribution</td>
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The following grading scale will be used to determine final course grades:

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This class is NOT graded on a curve. Historically, the median is 3.2-3.4.

**Late assignment policy:** I do NOT accept late assignments.

**Guideline for disputing a grade:** If you wish to dispute a grade on an exam or assignment, please do the following: (i) Return the exam or assignment to me along with a written statement describing the issue you have with your grade; (ii) Indicate specific questions/items, which you would like me to consider, and back up your claims with specific notes, page numbers, etc. I will accept and consider your concerns as long as they are made in writing and are given to me within a week after the return of the assignment/exam in question.

**i. Exams:**

Exam 1 will be held in class on 2/6
Exam 2 will be held in class on 3/6

Exams are closed book and will consist of short essay answer questions based on the cases that we discussed in the class. Please consult Canvas under the "Exam Preparation" tag for details.

**ii. Individual Cases:**

In the classes, we will use cases extensively to help us get a taste of the real-world problems relating to cross-cultural management. Before the class discussion of each case, you will be given a list of questions to help you understand the case and to think through the situation along with the dilemma that the case
protagonist is struggling with. You need to turn in your answers to these questions before we start class discussion. How much and how well you will learn from the cases and how successful the class discussions can be will heavily depend on how well you prepare for the cases before the class. There are a total of 16 cases. Please consult Canvas under the "Individual Cases" tag for details.

**iii. Team Project:**

- PPT deck - due 3/7 by 5pm
- Final Paper - due 3/8
- Final Presentation - due 3/8

A Seattle-based firm, MNC, is interested in expanding its business internationally. The general manager of MNC, Ms. T. Hunter, approaches you and would like to have your expert advice on this move. Your job is to provide her a detailed report including three major components: (i) the national context of country X, which includes but is not limited to economic, political, and cultural backgrounds; (ii) the general management and HRM practices in country X; and (iii) the possible gains and risks associated with such move.

Please choose one country out of the following list:
- Western Europe: Germany, Italy, Netherland, UK
- Scandinavia: Denmark, Finland, Sweden
- Central & Eastern Europe: Bulgaria, Poland, Russia
- Mediterranean, Middle East, Africa: Ghana, Uganda, United Arab Emirates
- Asian and Pacific Rim: China, India, Indonesia, Singapore
- Americas: Canada, Chile, Mexico

More details regarding this project are available on Canvas under the “Team Project” tab.

**iv. Community Contribution:**

The efficient way to learn is to actively engage in your education. Therefore, I expect each of you to have done the assigned case and chapter readings and come to class ready to discuss them and to share your understanding, insights, and relevant experiences with your classmates. Your community contribution score is based on BOTH your class participation and your involvement in Canvas Discussion Board. Details on how I am going to grade your community participation are available on Canvas under the “Community Contribution” tab.

**V. Academic Misconduct:**

WAC 478-1220-020 of the University of Washington Student Conduct Code states that students are expected to “Practice high standards of academic and professional honesty and integrity.” This means that students will not engage in activities like plagiarism, multiple submissions (submitting a paper for credit to more than once class), turning in a paper that you didn’t write, cheating on exams, or collaborating on individual assignments. In short, academic dishonesty WILL NOT BE TOLERATED in any form. Although you may discuss assignments outside of class, turning in identical assignments, copying off others during exams, looking at someone else’s exam, using past assignments or tests (other than what is posted on Canvas for common use) or any other form of academic dishonesty will result in a zero
grade on the assignment and/or exam and could result in more severe penalties as allowed by University policy. Put even more succinctly: do your own work.

At the Foster School, we strive to promote an atmosphere that encourages “better than compliance.” You are a member of a learning community and expected to uphold the fundamental standards of honesty, respect and integrity. It is your responsibility to model these qualities and encourage others to do the same.

VI. Disability Resources:

If you would like to request academic accommodations due to a disability, please contact Disability Resources for Students, 448 Schmitz, 206-543-8924 (V/TTY). If you have a letter from the office of Disability Resources for Students (formerly Disabled Student Services) indicating you have a disability that requires academic accommodations, please present the letter to me so we can discuss the accommodations you might need for this class.
VII. Course Schedule, Handouts, and Deliverables
This schedule is tentative. Because the amount of time required to cover each topic tends to vary, topics may be changed or omitted depending on our progress throughout the quarter.

Module I (Session 1 – Session 4): Context of Cross-Cultural Management

1/4 - Session 1
Introduction: A Preview of Cross-Cultural Management – A Global Mindset
Hand out: Questions for “Waking the Bear (A) – “Danonizing” the Bolshevik Biscuit Factory” (due at the beginning of next class)
Preparation: Case and L&D Chapters (1,2,&4)

1/9 - Session 2
Context of Internal Business: Social Institutions and National Culture
Due: Waking the bear (A) – “Danonizing” the Bolshevik Biscuit Factory
Hand out: Questions for “P&G Japan: The SK-II Globalization Project”
Preparation: Case and L&D Chapters (8&9)

1/11 - Session 3
Context of International Business: SWOT Analysis, Entry Strategy, and Organizational Structure
Due: P&G Japan: The SK-II Globalization Project
Hand out: Questions for “Apple and its Suppliers: Corporate Social Responsibility” (due at the beginning of next class)
Preparation: Case and L&D Chapter (3)

1/16 - Session 4
Ethics and Corporate Social Responsibility
Due: Apple and its Suppliers: Corporate Social Responsibility
Hand out: Questions for “Solvay Group: International Mobility and Managing Expatriates” (due at the beginning of next class)
Preparation: Case and L&D Chapter (14 – excluding the Section on Compensation pp. 512-515)

Module II (Session 5 – Session 9): Human Resource Management (HRM)-Related Issues

1/18 - Session 5
Expatriate Management
Due: “Solvay Group: International Mobility and Managing Expatriates”
Hand out: Questions for “Managing Diversity at Spencer Owens & Co” & “Managing Diversity at Cityside Financial Services” (due at the beginning of next class)
Preparation: Case and L&D Chapter (6)

1/23 - Session 6
Diversity Management
Due: Managing Diversity at Spencer Owens & Co & Managing Diversity at Cityside Financial Services
Hand out: Questions for “Ellen Moore (A): Living and Working in Bahrain” (due at the beginning of next class)
Preparation: Case and Readings
1/25 - Session 7
Women Expatriate
Due: Ellen Moore (A): Living and Working in Bahrain
Hand out: Questions for “One Firm One Future at Davis Langdon” (due at the beginning of next class)
Preparation: Case and L&D Chapter (14 - pp. 512-515 - the Section on Compensation)

1/30 - Session 8
Global Compensation
Due: One Firm One Future at Davis Langdon
Hand out: Questions for “Meridco Magnesium: International Technological Transfer” (due at the beginning of next class)
Preparation: Case and Readings

2/1 - Session 9
Knowledge Management
Due: Questions for “Meridco Magnesium: International Technological Transfer”
Preparation: Exam I

2/6 - Session 10
Exam I
Hand out: Questions for “Johannes van den Bosch Sends an Email” & “Johannes van den Bosch Receives an Reply” (due at the beginning of next class)
Preparation: Case and L&D Chapter (7 – pp. 200-223)

Module III (Session 11 – Session 19): Cross-Cultural Management Skills

2/8 - Session 11
Global Communication
Due: Johannes van den Bosch Sends an Email & Johannes van den Bosch Receives an Reply
Hand out: Questions for “Alpha Gearing Systems Shanghai Co., Ltd” (due at the beginning of next class)
Preparation: Case and L&D Chapter (7 – pp. 223-234)

2/13 - Session 12
Negotiation
Due: Alpha Gearing Systems Shanghai Co., Ltd
Hand out: Questions for “Flextronics: Deciding on a Shop-Floor System for Producing the Microsoft Xbox” (due at the beginning of next class)
Preparation: Case and L&D Chapter (11)

2/15 - Session 13
Decision Making
Due: Flextronics: Deciding on a Shop-Floor System for Producing the Microsoft Xbox
Hand out: Questions for “Managing a Global Team: Greg James at Sun Microsystems, Inc.” (due at the beginning of next class)
Preparation: Case and Readings
2/20 - Session 14
Managing a Global Team
Due: Managing a Global Team: Greg James at Sun Microsystems, Inc.
Hand out: Questions for “Shield: Product Development in a Distributed Team” (due at the beginning of next class)
Preparation: Case and Readings

2/22 - Session 15
Building a Global Virtual Team
Due: Shield: Product Development in a Distributed Team
Hand out: Questions for “Bernd Sterzel at the IVth Medizinische Klinik” (due on 11/28 at the beginning of the class)
Preparation: Case and Readings

2/27 - Session 16
Leadership – First Time Manager
Due: Bernd Sterzel at the IVth Medizinische Klinik
Hand out: Questions for “Leading across Cultures at Micheline” (due at the beginning of next class)
Preparation: Case and L&D Chapter (13)

3/1 - Session 17
Global Leadership
Due: Leading across Cultures at Micheline
Preparation: Exam II

3/6 - Session 18
Exam II

3/8 - Session 19
Group Presentation
Due: Team paper
(PPT deck for team presentation due on 3/7 by 5pm)
List of Cases

Link for case access:
http://cb.hbsp.harvard.edu/cbmp/access/68134271

1. Waking the Bear (A): “Danonizing” the Bolshevik Biscuit Factory
   By Elizabeth Florent & Pavel Pavlovsky
   IN1056

2. P&G Japan: The SK-II Globalization Project
   By Christopher A. Bartlett
   9-303-003

3. Apple and its Suppliers: Corporate Social Responsibility
   By Sun Hye Lee, Michael J. Mol, & Kamel Mellahi
   W16147

4. Solvay Group: International Mobility and Managing Expatriates
   By Boris Groysberg, Nitin Nohria, & Kerry Herman
   9-409-079

5. Ellen Moore (A): Living and Working in Bahrain
   By Gail Ellement & Martha Maznevski
   90C019

6(1). Managing Diversity at Spencer Owens & Co
   By Robin Ely
   9-405-048

6(2). Managing Diversity at Cityside Financial Services
   By Robin Ely
   9-405-047

7. One Firm One Future at Davis Langdon (A)
   By Robert G. Eccles & Kaitlyn A. Simpson
   9-411-006

8. Meridoco Magnesium: International Technology Transfer
   By Ken Cole
   901M06

9(1). Johannes Van Den Bosch Sends an Email
   By Joe DiStefano
   IMD091
9(2). Johannes Van Den Bosch Receives a Reply
By Joe DiStefano
IMD092

10. Alpha Gearing Systems Shanghai Co., Ltd.
By Donna Everatt
99C014

11. Flextronics: Deciding on a Shop-Floor System for Producing the Microsoft Xbox
By Jeffrey T. Polzer & Alison Berkley Wagonfeld
9-403-090

12. Managing a Global Team: Greg James at Sun Microsystems, Inc. (A)
By Tsedal Neely & Thomas J. Delong
9-409-003

13. Shield: Product Development in a Distributed Team
By Lynn Selhat
INS561

14. (Re)Building a Global Team: Tariq Khan at Tek
By Tsedal Neely
9-414-059

15. Bernd Sterzel at the IVth Medizinische Klinik
By Melinda B. Conrad
9-493-059

16. Leading Across Cultures at Micheline
By Erin Meyer
INS049