



MBA 579: Leading across Cultures
Winter Quarter, 2019
Class Time: 6:00-9:15pm Wednesdays
Classroom: Dempsey 124

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Course Overview

In the past five decades, organizations have been internationalizing their operations aggressively to maximize their competitive advantages by capitalizing on technology advancements and global resource accessibility. As a result, the number of enterprises conducting business across the national borders has increased exponentially. Whether these global enterprises are capable of managing a nationally and culturally diverse workforce becomes one key determining factor for their survival and success.

This course aims to provide students with a working knowledge of cross-cultural management as well as equip them with theoretical and analytical tools to make sound management decisions in an international setting. This course will discuss critical issues and skills related to international management such as communication, negotiation, decision making, team building, and leadership. A range of participative learning methods will be used to facilitate an active classroom environment, including simulations, case studies, team projects, experiential exercises, group discussion, role-playing, and self-reflection.

Course Objectives

- Provide you with a basic understanding of the psychology of cross-cultural management
- Develop your cultural intelligence
- Help you critically analyze business cases on cross-cultural work
- Give you practical tools for leading people from cultures other than your own

Winter 2019 Course Schedule

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.

Course Schedule

Date	Topic	Preparation materials	Assignments due	Class activities
January 9	Understanding cultural differences	<ol style="list-style-type: none"> 1. <i>Reading: Osland & Bird, 2000. Beyond sophisticated stereotypes</i> 2. <i>Optional reading: Book by Hofstede: Culture and Organizations</i> 3. Movie case: Gung Ho 	Individual Movie analysis (Gung Ho)	<ul style="list-style-type: none"> - Lecture - Culture quiz - Gung Ho case analysis
January 16	Intercultural communication	<ol style="list-style-type: none"> 4. <i>Reading: Adair, Buchan, Chen, & Liu, 2016. A model of communication context and measure of context dependence</i> 5. Context Dependent Communication: icEdge 6. <i>Optional reading: Book by Neeley, 2017. The Language of Global Success</i> 	icEdge Test report	<ul style="list-style-type: none"> - Lecture - icEdge team exercise <p>TedTalk: Neeley Discussion</p>
January 23	Cross-cultural Negotiation	<ol style="list-style-type: none"> 7. <i>Reading: Adler & Gundersen, 2008. Negotiating Globally (chapter 9)</i> 	Individual reflection of alpha-beta (between Jan. 24-26)	<ul style="list-style-type: none"> -Lecture - Negotiation Simulation: Alpha-Beta
January 30	Collaborating across cultures	<ol style="list-style-type: none"> 8. <i>Reading: Adler & Gundersen, 2008. Managing multicultural teams (chapter 5)</i> 9. <i>Case: Building a global team</i> 	Group case analysis Choose a position: yes vs. no	<ul style="list-style-type: none"> - Lecture - Case debate: (Tariq Kahn at Tek)
Feb 6	Team project 1 Movie Analysis presentation	Presentation	PPT deck Movie analysis paper	<ul style="list-style-type: none"> - Judging team presentation
Feb 13	International HRM	<ol style="list-style-type: none"> 10. <i>Reading: Pfeffer & Viega, 1999. Putting people first for organizational success</i> 11. <i>Case: IKEA</i> 	Individual case analysis (IKEA)	<ul style="list-style-type: none"> - Lecture - IKEA Case discussion
Feb 20	Expatriation	<ol style="list-style-type: none"> 12. <i>Reading: Molinsky & Hahn (2016) Five tips to manage overseas assignment</i> 13. <i>Case: Ellen Moore in Korea</i> 	Individual case analysis (Ellen Moore in Korea)	<ul style="list-style-type: none"> - Lecture - Ellen Moore case discussion
Feb 27	Leadership of Chinese Enterprises	<ol style="list-style-type: none"> 14. <i>Optional reading: Book by Tsui, Zhang, & Chen 2017. Leadership of Chinese Private Enterprises</i> 15. <i>Case: Alibaba</i> 	Individual case analysis (Alibaba)	<ul style="list-style-type: none"> - Lecture - Alibaba case discussion
March 6	Global Leadership	<ol style="list-style-type: none"> 16. <i>Optional reading: Book by McCall & Hollenbeck (2002): Developing Global Executives</i> 17. <i>Case: Carlos Ghosn</i> 	Individual case analysis (Carlos Ghosn)	<ul style="list-style-type: none"> - Lecture - Carlos Ghosn case discussion
March 13	Team project 2 Country analysis presentation	Presentation	PPT deck Country analysis paper Final Individual Reflection on Team Communication	<ul style="list-style-type: none"> - Judging team presentation

Expectations and Course Plan

This is a highly participative course, with many discussions, exercises, and simulations. While I will endeavor to make these sessions engaging and interesting, it is your responsibility to come to class motivated to learn and prepared to participate actively.

Here are the components that will comprise your grade for the course:

- 1) *Individual assignments (40%): a) Case analyses (4: 5% each) and b) Reflections (2: 10% each).*

a) **You will submit four individual case analyses.** These case analysis should be 1-page long (single-spaced) and cover responses to the posted questions for the case. Each analysis will be evaluated on the basis of (a) the depth of your critical thinking and analysis; (b) the strength of your arguments, including providing evidence for your point of view; and (c) the professionalism of the document, including the quality of your writing, neatness, spelling, and punctuation.

These are due before class on the day we discuss the case; please upload them to Canvas. Extensions will not be granted for any reason; late submissions will NOT be accepted. If you are not satisfied with your performance on one of the case analyses, you also have the option of writing a fifth analysis and can substitute your grade on that case for your lowest grade on the previous case analyses.

b) **There are two individual reflections.** One is on the cross-cultural negotiation simulation (Alpha-Beta) in which you reflect on your experience during the negotiation and summarize the lessons learned to improve future negotiations. This reflection should be 2-3 pages long (single-spaced). It is due after the Jan 23 class but before Jan. 26.

The other one is reflection on your team experience with a focus on communication. Please describe your observation of the communication styles of your team members and how over time you improve your communication effectiveness and efficiency. This reflection should be 2-3 pages long (single-spaced), and is due before our last class on March 13.

- 2) *Group assignments (40%): a) Group movie analysis (15%) and b) Group country analysis (25%).*

a) **Movie analysis:** Please select a foreign or U.S. movie that involves another culture other than the U.S. and then adopt the theoretical frameworks we discussed in class (e.g., Hofstede, Triandis, Trampenarrs) to analyze the similarities and differences between that culture and the U.S. and discuss the potential managerial implications.

Below is a potential movie list:

The Apology King (Japan)
I Not Stupid (Singapore)
My Big Fat Greek Wedding (U.S.)

Monsoon Wedding (India)
The Wedding Banquet (Taiwan, China)
Like Water for Chocolate (Mexico)
Cinema Paradiso (Italy)
Eat Drink Man Woman (Taiwan, China)
Lost in Translation (U.S.)
Master of None (TV show)

b) Country analysis project: A local prestigious firm, GB, is interested in expanding its business internationally. The general manager of GB, Skylar Hunter, approaches you and would like to have your expert advice on this move. Your job is to provide a detailed report of the cultural characteristics and HR practices in country X and to help Skylar to hatch out a strategic plan in HRM (i.e., recruiting, training and development, performance management) that will facilitate the success of the internal expansion.

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: Egypt, Uganda, United Arab Emirates

Asian and Pacific Rim: India, Indonesia, Singapore

Americas: Canada, Chile, Mexico

More details regarding these group projects will be available on Canvas under the “*Group movie analysis*” and “Group Country Analysis Project” tabs.

3) *Participation (20%)*. Effective and worthwhile discussion participation includes contribution of comments that demonstrate knowledge and integration of course material, building on responses of others, and critical, but respectful analysis of others’ comments. As such, your participation grade will be indexed in three ways: (1) the *frequency* of your contributions, (2) their *quality* (ability to draw on course materials and your own experience productively; ability to advance or sharpen discussion and debate; willingness to take risky or unpopular points of view; use of logic, precision, and evidence in making arguments; and going beyond the “I feel” level of introspection); and (3) the *professionalism* of your conduct (punctuality, preparedness, respecting other class members and their contributions, and refraining from conduct that is distracting).

Grading

In business, employees who do what is expected of them are generally considered to be average performers. Those who do what is expected of them, but do it excellently are good performers. But those who go above and beyond what is expected of them and do it excellently are stars. *Please don't expect star grades for what is merely average or even good work.*

Class Attendance

Class attendance with your scheduled section is critical to participation in the learning experience. In accordance with Foster MBA Program policy, attendance and is required aside from circumstances related to (1) illness or (2) unavoidable conflict with a job or internship interview that cannot be rescheduled. Regardless of the rationale for missing a class meeting, please note that you are responsible for the learning experience that takes place in your absence. Please work with your core team to address any material you may have missed, and contact me afterward should you have lingering questions or concerns about course content.

Student Professionalism in Class

Each student is expected to be on time to and prepared for each class meeting as well as fully engaged in class content throughout the class meeting. I ask that you stay offline during class sessions and only use your laptop for class-related activities. Research shows that being online (surfing the Web, checking email, texting, etc.) inhibits your ability to learn and distracts those around you (including me). Thanks for supporting this policy.

The Honor Code

I employ the principles and procedures espoused by the Foster School of Business MBA Honor System to maintain academic integrity in the course. The Honor Code of the Foster School expressly prohibits cheating, attempted cheating, plagiarism, and lying to administration or faculty as it pertains to academic work. Suspected violations of the Honor Code will be handled by referral of the matter to the Foster MBA Honor Council.

I expect that you will complete all deliverables required in the course in accordance with the principles of the Honor Code and submit them by the due dates assigned. If you have any uncertainty about how the Honor Code applies to a specific deliverable in the course, please ask before taking action; when it is not possible to ask before acting, please err on the side of conservatism.

Special Needs

If you have special needs due to a physical, emotional, or learning disability, contact me immediately. I will accommodate students' special needs to the best of my ability, but please notify me in advance. Students with disabilities should contact Disabled Student Services to develop reasonable accommodations. For an appointment with a counselor, call 543-8924 (voice) or 543-8925 (TTY), or e-mail uwdss@u.washington.edu.

Additional Books:

Riding the Waves of Culture: Understanding Diversity in Global Business by Fons Trompenaars and Charles Hampden-Turner.

Kiss, Bow, Or Shake Hands: The Bestselling Guide to Doing Business in More Than 60 Countries. Second Edition by Terri Morrison and Wayne A. Conaway.

Individualism and Collectivism: New Directions in Social Psychology. By Harry Triandis.

