American Public University System

American Military University | American Public University

MGMT610

Course Summary

Course: MGMT610

Title: Cross-Cultural Management

Length of Course: 8 weeks

Prerequisites: Not applicable

Credit Hours: 3

Course Description

This course is an examination of individual dimensions of global leadership, organizational behavior, inter-group relations, and strategies for internal corporate communication across cultures and global boundaries. Course topics include management and global trade, individual aspects of operating successfully in the global environment, the leader's role in solving conflicts and creating successful global organizations, negotiating across cultures, cultural aspects of international operations management and corporate social responsibility.

Course Description

This course is divided into 8 weeks and is logically organized as an introduction and overview of cross-cultural management in organizations and global work environments, the core concepts and analytical tools, and conceptual and experiential approaches to human resources (HR) from a global perspective. This will be accomplished by the use of textbook readings, journal articles, case studies, practical exercises, and online forum interaction and participation culminated by a final paper which will explore a contemporary global operation.

Course Objectives

CO1: Examine the varying global environment and develop and understanding of the implication for global business and management.

CO2: Assess political, economic, legal, and technological elements of an environment, both domestic and global.

CO3: Examine the role and function of culture in terms of cross-cultural communication, decision, and negotiations.

CO4: Assess approaches used by global human resource managers and organizations to staff, train, develop, motivate, and lead employees in the workplace.

CO5: Compare various strategies used to build and form global alliances, organizational structures, and control systems.

CO6: Analyze the role of cross-cultural management in organizations

Course Outline

Week 1

Topic: Understanding the Global Landscape

Learning Materials:

- Are Socially Responsible Behaviors Paid Off Equally? A Cross-cultural Analysis
- Global corporate social responsibility practices and cultural dimensions
- Discussion of "ethical climate, social responsibility and earnings management"
- Corporate social responsibility, juridification and globalization: 'inventive interventionism' for a 'paradox'
- Corporate social responsibility and financial performance: Evidence from U.S tech firms

Activities and Assessment:

Week 1 Discussion – Let's Get to Know Each Other (Course Introductions)

Week 1 Discussion – Understanding the Global Landscape

Week 2

Topic: Culture in the Workplace

Learning Materials:

- Mismatches in skills and attributes of immigrants and problems with workplace integration: a study of IT and engineering professionals in Australia
- Multilingualism in the workplace
- Managing the workplace in a globalized world
- A multicultural blend: Metaphors, cognitive social capital and multiculturalism
- The cultural similarities of work as dignity: Bringing sense of community in business organizations
- VIDEO: On Internet Culture and Social Media

Activities and Assessment:

Week 2 Discussion – Culture in the Workplace

Week 3

Topic: Cross-cultural Communication, Negotiation, and Decision-making

Learning Materials:

- Effective Influence in Negotiation
- Cultural perspective taking in cross-cultural negotiation
- Antecedents of problem-solving cross-cultural negotiation style: Some preliminary evidence
- Culture matters: Individualism vs. collectivism in conflict decision-making
- Cultural differentiation of negotiating agents

Activities and Assessment:

Week 3 Discussion – Cross Cultural Negotiations

Week 3 Case Study – Ethical Decision-Making in the Global Environment

Week 4

Topic: Organizational Structure and Control Systems

Learning Materials:

- CULTURAL PLURALISM: A CRITICAL NEEDS PLAN FOR GENERAL MOTORS
- Organizational culture and partner interaction in the management of international joint ventures in India
- Evaluation of a collaborative strategy: A case study in the port wine industry
- To love and win: Examining the survivability of non-equity global alliances
- Building global strategic alliances and coalitions for foreign investment opportunities
- Firm performance and alliance capability: The mediating role of culture
- Alliance portfolios and firms' business strategy: A content analysis approach

Activities and Assessment:

Week 4 Discussion – Global Organizational Structures

Week 5

Topic: Developing Alliances and Formulating Global Strategies

Learning Materials:

- Drivers and export performance impacts of IT capability in 'born-global' firms: a cross-national study
- Projecting banks' identities through corporate websites: A comparative analysis of Spain and the United Kingdom
- A critical review of the Burke-Litwin model of leadership, change and performance

- Evolving relationship between the parent and subsidiaries in multinational companies
- Crossing disciplinary, epistemological and conceptual boundaries in search of better cultural sense-making tools
- International Multi-Unit Leadership : Developing Local Leaders in International Multi-Site Operations

Activities and Assessment:

Week 5 Discussion – Global Alliances

Week 5 Case Study – Comparing Organizational Structures and Alliances

Week 6

Topic: Developing a Global Management Cadre

Learning Materials:

- Managing across borders: Global integration and knowledge exchange inMNCs
- Foreign value-adding of industrial firms
- Global leadership, IQ and global quotient
- CRITICAL SUCCESS FACTORS OF SME INTERNATIONALIZATION
- Internationalization of small and medium-sized enterprises: Barriers and economic incentives
- Disney's successful adaptation in Hong Kong: A globalization perspective

Activities and Assessment:

Week 6 Discussion – Developing Global Managers

Week 7

Topic: Motivating and Leading Across Cultures

Learning Materials:

- Can Business Schools Make Students Culturally Competent? Effects ofCross-Cultural Management Courses on Cultural Intelligence
- Towards a comprehensive procedure for developing measurement scales for cross-cultural management research
- Is cross-cultural management the key to success in global healthcare competition?
- Illusive inclusion - construction of leaders and employees based on nationality
- Making wise decisions: Leadership lessons from Mahabharata
- A cross-cultural study of managerial skills and effectiveness
- Expatriate leadership competencies and performance: A qualitative study
- Thinking globally, leading locally: Chinese, Indian, and western leadership

- Using popular movies in teaching cross-cultural management
- Do Your Students Know How to Analyze a Case—Really? A Framework for Using Cases to Help Students Become Better Decision Makers

Activities and Assessment:

Week 7 Discussion – Global Motivation

Week 8

Topic: Assessing Organizational Readiness for Operating in the Global Environment

Learning Materials:

Activities and Assessment:

Week 8 Discussions – Reflections (optional, non-graded)

Week 8 Final Paper – Organizational Assessment for Global Readiness

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Evaluation

Grading for the course will be based on the following:

- Weekly discussions (Week 1-7 required, Week 8 optional, non-graded)
- Case Studies (Week 3 and 5)
- Final Project (Week 8)

Grading

Name	Grade %
Discussions	40%
Introduction	5
Week 1	5
Week 2	5
Week 3	5
Week 4	5
Week 5	5
Week 6	5
Week 7	5
Case Studies	40%
Week 3	20
Week 5	20
Final Assignment	40%
Final Assignment	40

Materials

BookTitle: Various resourcesfrom the APUS Libraryand the Open Web are used. Please visit http://apus.libguides.com/er.php to locate the course eReserve.*

ISBN: ERESERVE NOTE

Additional Resources

American Psychological Association. (2009). *Publication manual of the American Psychological Association (7th ed.)*. Washington, DC: American Psychological Association.

Websites

In addition to the required course texts the following public domain websites are useful. Please abide by the university's academic honesty policy when using Internet sources as well. Note Web site addresses are subject to change.

APA Writing Style	www.apastyle.org
Academy of Management	www.aom.org
Business Net	www.bnet.com

Course Guidelines

Citation and Reference Style

- Students will follow APA format as the sole citation and reference style used in written assignments submitted as part of coursework to the School of Business.

- Please note that no formal citation style is required on forum assignments in the School of Business— only attribution of sources (please see details regarding forum communication below).

Tutoring

Tutor.com offers online homework help and learning resources by connecting students to certified tutors for one-on-one help. AMU and APU students are eligible for 10 free hours of tutoring provided by APUS. Tutors are available 24/7 unless otherwise noted. Tutor.com also has a Skill Center Resource Library offering educational resources, worksheets, videos, websites and career help. Accessing these resources does not count against tutoring hours

and is also available 24/7. Please visit the APUS Library and search for 'Tutor' to create an account.

Late Assignments

Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. The due date for each assignment is listed under each assignment.

If arrangements are not made in advance, a late penalty of 10% will be assessed for any assignment submitted 1-7 days past the due date. Assignments will not be accepted after the 7th day. No work will be accepted past the final day of class, unless prior arraignments have been made with the instructor.

As a working adult, your time is limited and often out of your control. Faculty may be more flexible if they know ahead of time of any potential late assignments.

Turn It In

Faculty may require assignments be submitted to Turnitin.com. Turnitin.com will analyze an assignment submission and report a similarity score. Your assignment submission is automatically processed through the assignments area of the course when you submit your work.

Academic Dishonesty

Academic Dishonesty incorporates more than plagiarism, which is using the work of others without citation. Academic dishonesty includes any use of content purchased or retrieved from web services such as CourseHero.com or Scribd. Additionally, allowing your work to be placed on such web services is academic dishonesty, as it is enabling the dishonesty of others. The copy and pasting of content from any web page, without citation as a direct quote, is academic dishonesty. When in doubt, do not copy/paste, and always cite.

Submission Guidelines

Some assignments may have very specific requirements for formatting (such as font, margins, etc.) and submission file type (such as .docx, .pdf, etc.). See the assignment instructions for details. In general, standard file types such as those associated with Microsoft Office are preferred, unless otherwise specified.

It is the student's responsibility to ensure the all submitted work can be accessed and opened by the instructor.

Disclaimer Statement

Course content may vary from the outline to meet the needs of a particular group or class.

Communicating on the Forum

Forums are the heart of the interaction in this course. The more engaged and lively the exchanges, the more interesting and fun the course will be. Only substantive comments will receive credit. Although there is a final posting day/time after which the instructor will grade and provide feedback, it is not sufficient to wait until the last day to contribute your comments/questions on the forum. The purpose of the forums is to actively participate in an on-going discussion about the assigned content.

"Substantive" means comments that contribute something new and important to the discussion. Thus, a message that simply says "I agree" is not substantive. A substantive comment contributes a new idea or perspective, a good follow-up question to a point made, offers a response to a question, provides an example or illustration of a key point, points out an inconsistency in an argument, etc.

As a class, if we run into conflicting viewpoints, we must respect each individual's own opinion. Hateful and hurtful comments towards other individuals, students, groups, peoples, and/or societies will not be tolerated.

Students must post a response to the weekly forums prompt and post the required number of replies to other students – refer to the grading rubric and/or forum instructions for specific expectations on number of replies and word count requirements.

The main response to the forum needs to be provided mid-week – refer to the grading rubric and/or forum instructions for specific expectations. Late main response posts to a forum will not be accepted without prior instructor approval.

Replies must be posted in the week due and replies after the end of each week will not be graded.

University Policies

Student Handbook

Drop/Withdrawal policy

Extension Requests

Academic Probation

Appeals

Disability Accommodations

The mission of American Public University System is to provide high quality higher education with emphasis on educating the nation's military and public service communities by offering respected, relevant, accessible, affordable, and student-focused online programs that prepare students for service and leadership in a diverse, global society.