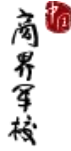# MGT 542
Cross-Cultural Management
Module III, 2023-24

Course Information

Instructor: E.R. McDaniel
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Office Hour:

Teaching Assistant:
Phone: Email:

Classes:
Lectures: Monday & Thursday, 10:30-12:20
Venue: PHBS Building, Room

1. Course Description

1.1 Context

Recent research at the World Bank… suggests that globalization is alive and well.
(World Bank, July 19, 2023)

I think globalisation cannot be stopped—no one can stop globalisation, no one can stop trade. If trade stops, the world stops. (Jack Ma, WEF, Jan 2018)

The contemporary world economic order is characterized by interconnected, interdependent, and technologically reliant relationships. Globalization has eroded the ability of corporations to operate solely within their own national borders. Commercial activities, media content, and travelers now flow near seamlessly across nation-state boundaries. Organizations from different countries work together to form mergers, acquisitions, joint ventures, and strategic alliances. International business is now the domain of multinational corporations (MNC) and requires representatives from different nations and ethnic background to interact with clients, employees, and social contacts from varied cultures. Today's global market demands that MNC mangers possess cultural competence and effective intercultural communication skills. And nowhere is this more evident than in the Belt and Road Initiative (BRI).

Over the past several decades, Chinese corporations have achieved remarkable economic growth. In 2023, Fortune 500 Global Companies included 135 Chinese organizations from the Mainland, Hong Kong, and Taiwan, across 15 different industries. According to the International Monetary Fund, in 2023 China represented 18.82% of the global GDP, based on PPP.

Chinese corporate growth is expected to continue, and the BRI will require even greater international integration of Chinese companies and increase the required numbers of competent MNC managers—whether they work in China or abroad.

2.2. Course Overview:

The primary objective of this course is to survey the major theoretical perspectives and issues in cross-cultural management from economic, sociological, psychological, and anthropological perspectives. Students will be provided insight into the issues that arise from managing commercial activities across the complexities of different cultures.

The course will use the Belt and Road Initiative (OBI) as a central context to identify, investigate, and analyse management challenges posed by varied cultural environments.

Classes will be organized around a case study perspective with students working in "management teams" to recognize, analyse and resolve disruptive management issues arising from cultural differences. Lessons will begin with a short discussion period or video on a topic and then move to management teams working to solve mini-case studies or engaging in cultural learning activities.

1.2 Textbooks and Reading Materials

There is no required material for the course, but various readings may be posted on CM or provided in class. Subject material for the course will be taken from works by Geert Hofstede, Fons Trompenaars, Richard D. Lewis, E.T. Hall, and Stella Ting-Toomey, the GLOBE Study, M.J. Gelfand, the World Values Survey, etc., in addition to numerous cross-cultural and international business textbooks.

Information will also come from *Cross Cultural Management, International Journal of Cross Cultural Management, Cross-Cultural Management Journal, Cross Cultural and Strategic Management*, and other management journals.

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment
1. Our graduates will be effective communicators.	1.1. Students will produce quality business and research-oriented documents.	Students will be required to read, analyse, and prepare written and oral reports on cross-cultural management case studies
	1.2. Students are able to professionally present ideas and logically explain and defend their argument.	
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in groups for projects, discussion, and presentation.	Students will be assigned to work in groups for cross-cultural case studies and in-class activities
	2.2. Students will be able to apply leadership theories and related skills.	
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyse business problems, identify the ethical aspects, provide a solution and defend it.	Ethical variations across cultures in the business context will be explored in both theory and application
	3.2. Our students will practice ethics throughout the duration of the program.	Students will demonstrate academic integrity through a comprehensive understanding of plagiarism and how to avoid it as evinced in writing assignments
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Course materials will present management issues impacting business in an international context

5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Students will have a good understanding of fundamental theories in their fields.	Problem solving and critical thinking will be developed by analysis of case studies addressing cross-cultural management issues impacting international and domestic corporations.
	5.2. Students will be prepared to face problems in various business settings and find solutions.	
	5.3. Students will demonstrate competency in critical thinking.	

2.2 Course specific objectives

2.2.1 Primary Objectives

➢ Provide an organizing framework for recognizing and analyzing cross-cultural influences in an organizational context.

➢ Learn to accommodate and benefit from cultural differences in multicultural environments

2.2.2. Specific objectives

- Understand contemporary theoretical foundations that explain varied cultural worldviews, intercultural communications, and cross-cultural practices in commercial environments.
- Recognize how different culturally based values impact the conduct of business in the globalized world.
- Understand how culture influences the principal contexts of corporate management—leadership, decision making, negotiations, and conflict management.
- Obtain the intercultural competencies requisite to successfully live and work in a multicultural environment.
- Learn how to interact with, and lead, multicultural workgroups in commercial contexts.
- Learn how employee motivations vary across cultures.
- Understand how cultural perceptions affect the marketing and service industries.
- Gain awareness of culture's role in expatriate relocation, adjustment, and adaptation.
- Obtain the intercultural competencies requisite to successfully live and work in a multicultural environment
- Learn how to acquire and apply intercultural competence in cross-cultural settings.
- Learn the cultural values and business behaviors of selected countries in Asia, the Americas, Europe, and the Middle East.

2.3 Assessment/Grading Details

Weight	Type	Description
10%	Class Attendance	
30%	Midterm Exam	An objective examination covering the first half of the course
10%	In Class Exercises	Mini-case studies working in groups
40%	Business Project Proposal	A group project analyzing/detailing the impact of culture on a cross-cultural business project in a specific country or an international context
10%	Presentation	A group project

All assignments must be handed in on time on the due date (at the beginning of class

or via electronic submission, depending on the individual assignment).

Any work handed in late will result in an automatic lowering of the assignment grade by 10%, unless official documentation of illness or other compelling emergency is provided. For each subsequent class meeting the work is not turned in, the assignment will be debited an additional 5%.

2.3.1 Grades

Grades throughout the course, as well as the final course grade, are EARNED NOT GIVEN. All work will be evaluated based on clearly defined criteria; strengths and weaknesses will be marked and explained.

2.4 Academic Honesty and Plagiarism

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconduct, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. A misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or provide a copy of the assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a failing grade for the whole course, and/or referring the matter to the Peking University Registrar.

For more information of plagiarism, please consult the *PHBS Student Handbook*.

3. Topics, Teaching and Assessment Schedule

This course calendar may be adjusted at any time at the discretion of the instructor provided that fair notice is given to the class.

Week	Class 1	Class 2
1 19 & 22 Feb	Course Introduction; Global Society; International China	Introduction to Culture (Culture, Perception, & Cognition)
2 26 & 29 Feb	Communication & Organizations	Cultural Values Typologies (*Hofstede & Minkov*)
3 04 & 07 Mar	Cultural Values Typologies Cont. (*Trompenaars & Hampden-Turner*)	Categorizing Cultures (*Lewis*) Tight & Loose Cultures (*Gelfand*)
4 11 & 14 Mar	Context, Time, Proxemics (*Hall*) Face & Face Work (*Ting-Toomey*)	Cultural Activity
5 18 & 21 Mar	Cultural Transitions – Relocation, culture shock, acculturation, returning home	*Mid-Term Review*

6 25 & 28 Mar	***Mid-Term Exam***	GLOBE Study; World Values Survey; Leadership & Management Styles; Employee Motivation
7 01 & 03 Apr	Conflict, Negotiation, & Decision Making	Multicultural Workgroups/Teams; Global HR; Gender
8 08 & 11 Apr	Case Study Video	Case Study Video Analysis; Business Etiquette
9 15 & 18 Apr	Case Study Presentations	Case Study Presentations

4. Miscellaneous

This course will employ a case-study pedagogy (教育学), with limited lecture time. Students will spend time working in teams to read, understand, and analyze cross-cultural management issues. Therefore, class attendance takes on added significance.