

**UNIVERSITY OF PITTSBURGH - KATZ MBA ELECTIVE COURSE
BOAH 2527: CROSS-CULTURAL DIMENSIONS OF INTERNATIONAL
MANAGEMENT (1.5 CREDITS)
WEDNESDAY, 6:20PM-9:20PM
MERVIS HALL 209**

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COURSE OVERVIEW: How can a leader effectively drive performance within global organizations? Clearly the answer to this question draws our attention to a critical issue for organizations. While global managers and leaders are critical to management success, research suggests that many individuals may falter and most experience a great deal of conflict and miscommunication. This course focuses on understanding what it takes for leaders and managers to be effective when managing within a complex cultural context. You will gain valuable insight into the challenges and opportunities presented by designing and managing cross-cultures. This course will involve lecture, case analyses and student-engaged discussions.

COURSE OBJECTIVES: By the end of the course, it is hoped that students will:

- Understand how people, groups, organizations, and societies become infused with culture
- Gain an analytical and conceptual understanding of one's own culture and the differences from own versus other cultures
- Learn to recognize when cultural differences are affecting work relationships and the circumstances in which cultural differences are most likely
- Learn substantively about and come to appreciate cultures different from one's own
- Understand the typical reactions to cultural differences, learn to be mindful of those reactions in ourselves, and learn strategies for responding productively and positively to cultural differences

COURSE MATERIALS: All course readings and case materials available in CourseWeb.

Readings:

- Building Better Global Managers (HBR #U0603A)
- What is a global manager (HBR # R0308F)
- Building an effective global business team (HBR #SMR070)
- National Culture and Management (HBR #394177)
- The Hidden Cost of Cross-Border Negotiations (HBR #R0203F)
- Cultural Foundations in Communication: Relationship-Building in the Chinese Context (HBR #UV0930)
- Cross cultural lessons in leadership from Project GLOBE (HBR #6159BC)
- Value and Tensions – Ethics Far Away from Home (HBR #96502)
- The International Move Challenge (HBR # 5338BC)

Cases:

- *HBR Case Study:* From Regional Star to Global Leader [HBR #R0901X]
- *Darden Case Study:* Joe Willis: Feeling the Heat in Thailand (A, B, C) [HBR #UV0789, UV0790, UV0791]
- *HBS Case Study:* Taran Swan at Nickelodeon Latin America (A, B, C) [HBR #400036, 400037, 400038]
- *HBR Case Study:* Into the Fray [HBR #R0501X]

ATTENDANCE

Class attendance is an essential part of the interactive learning that takes place in this course. In addition, many of the discussions require you to interact within your instructor and other students in the class.

Incomplete (I) grades are given for health/medical emergencies only and must be approved by the instructor prior to the final class session.

COURSE EVALUATION:

Four (4) Individual Case Analyses (25% each):

You will be asked to complete four (**4**) **individual case analyses** based on materials discussed during our class sessions. Your analysis must integrate the readings, lecture and class discussion materials and also provide both an analysis of the problem along with your recommendations for a solution to the problem(s) identified. The case analysis should be no more than three (3) pages that are typed and double-spaced (excluding tables, figures, attachments, etc.). Each paper will count toward 25% of your final grade in this course. Please follow instructions for the content of each case analysis as outlined by the instructor.

You must personally hand in all case analyses at the end of the class the day that they are due. Cases emailed as an attachment on or before the day they are due will not be opened or accepted.

If you are not in class the day a case analysis is due, you may email it to the instructor the following day, but will be assessed a 5-point penalty for being late. In fact, late cases will be assessed a 5-point penalty for each day the paper is late after the due date.

Each case analysis will be evaluated by the following criteria:

- **Content (40%)**
 - Use of organizational behavior concepts that are clearly defined and explained
 - Correct application of relevant organizational behavior concepts to specific case details
 - Action steps and/or recommendations that are specific and concrete
- **Clarity (40%)**
 - Consistency between the analysis and action steps/recommendations
 - Focus on critical issues from an organizational behavior perspective with a balance between “breath” and “depth” (focusing more on the latter)
 - Good structure and logical flow of arguments and adequate technical dimensions of presentation (grammar, style, organization, transitions, etc.)
- **Creativity (20%)**
 - Different or unique view of problem or analysis of case. Distinctive or innovative approach.
 - Innovative or create format and/or delivery of information

Keep in mind the following keys to success in preparing your case analysis:

- *Assume that I have read the case.* Avoid re-stating case details except in circumstances where these details are being included as concrete examples of core concepts, analysis or recommendations.
- *Focus on depth of analysis versus breath of coverage.* Cover 1-3 key issues or areas of concern and provide supportive concepts, theories and recommendations for these issues. Avoid raising an issue that you are not prepared to address or analyze.
- *Don't overlook the technical aspects of your paper/presentation.* Remember that lack of attention to the technical aspects can reduce clarity. Organization, grammar, presentation style, and logical flow are keys to the overall clarity and persuasiveness of your work.
- *Make sure recommendations are linked to the analysis.* Be sure that the analysis of the situation or problem is linked to or logically follows the recommendations presented.

COURSE GRADING

The following grading scale will be used to compute your final letter grade for the course.

A+ 97– 100	B+ 87-89	C+ 77-79	D+ 67-69
A 94 – 96	B 84-86	C 74-76	D 64-66
A- 90 – 93	B- 80-83	C- 70-73	D- 60-63

CODE OF ETHICS AND ACADEMIC INTEGRITY

Any violation of the Guidelines for Academic Integrity will lead to serious consequences. This includes writing of cases. Please make sure you are familiar with these guidelines which can be found within Katz StudentNet. If you have any uncertainty about what is acceptable collaboration, please check with the instructor.

IMPORTANT UNIVERSITY RESOURCES

From time to time, you may access the wide range of support which is made available to all Pitt students by the following offices:

Katz International Business Center (224 Mervis Hall, 412-648-1778) - Founded in 1990 as a joint venture of the Katz Graduate School of Business and the University Center for International Studies, the International Business Center (IBC) is a unique resource that develops, operates and supports programs designed to build international competence and expertise in business students, faculty, and practitioners, and help businesses enhance their international competitiveness.

University Center for International Studies, (4400 Posvar Hall, 412-648-7390) - In 1968, the University Center for International Studies (UCIS) was created as the University of Pittsburgh's encompassing framework for all its multidisciplinary international programs. UCIS is a University-wide matrix organization that encompasses centers for area studies and centers on topical specializations in international studies. It coordinates international education curricula and provides support services, such as for the Study Abroad Program. Its mission is to integrate and reinforce all the strands of international scholarship in the University in research and teaching.

Office of Disability Resources and Services (DRS) [140 William Pitt Union, 412-648-7890] - DRS provides a broad range of support and services to assist students, faculty and staff with disabilities. Such disabilities may include visual impairment, auditory impairment, mobility impairment and “hidden” disabilities, such as ADD, ADHD and psychological disabilities.

Learning Skills Center [311 William Pitt Union, 412-648-7920] - This office offers a range of services which are designed to help students develop their skills in areas such as math, reading, study skills, time management and test taking.

Writing Center [501 Cathedral of Learning, 412-624-6556] - As a project course, there is a tremendous amount of writing required throughout the term. While the technical aspects of writing are part of the grade, we will not have the opportunity to provide in-depth feedback and coaching in this area. However, the university writing center is an invaluable resource. Students can make appointments to work one-on-one with a person who will give patient assistance and valuable advice on a variety of writing concerns.

University Counseling Center [2F Nordenberg Hall, 412-648-7930] - The Center's staff is dedicated to assisting students in their pursuit of personal and academic growth, to helping students gain a better understanding and appreciation of themselves, and to supporting students as they make important decisions about their lives. They offer counseling in a range of different areas including stress management, conflict resolution, coping with anxiety, and sexual assault services. Both individual and group counseling is available with trained professionals who respect professional ethics of confidentiality.

COURSE SCHEDULE, READINGS & ASSIGNMENTS

Week 1 (1/7/15): Course Overview - Understanding culture

- **Reading:** “National culture and management”

Week 2 (1/14/15): Developing global managers

- **Readings:** “What is a global manager?”; “Building Better Global Managers”
- **Case Study:** *Discussion of “From Regional Star to Global Leader”*
- **Assignment: Case Analysis I is due**

Case Analysis I (From Regional Star to Global Leader): Write an analysis of the case study that outlines your opinion of how to address the situation facing this organization. What is the key problem? Is there a lack of fit with Jianguo, an issue of culture adjustment, the lack of correct position (e.g., country manager) or something else?

Week 3 (1/21/15): Global leadership for organizational effectiveness

- **Reading:** “Cross cultural lessons in leadership from Project GLOBE”
- **Case Study:** *Joe Willis Case Study (A)*
- **Assignment: Case Analysis II is due**

Case Analysis II [Joe Willis (A)]: Write a response to the case that outlines a strategy for his team that answers their question on what to do and how to get started. Be sure to explain your recommendations using concepts from lectures and course readings.

Week 4 (2/4/15): Effective cross-cultural communication

- **Readings:** “Cultural Foundations in Communication: Relationship-Building in the Chinese Context”; “Values and Tensions: Ethics Far Away from Home”
- **Case Study:** *Discussion of Joe Willis Case Study (B&C)*

Week 5 (2/11/15): Building effective global teams

- **Reading:** “Building an effective global business team”
- **Case Study:** *Taran Swan at Nickelodeon Latin America (A)*
- **Assignment: Case Analysis III is due**

Case Analysis III [Taran Swan (A)]: Write a response to the case and provide your recommendations on who should lead the team in her absence. Be sure to explain your recommendations using concepts from lectures and course readings.

Week 6 (2/18/15): Cross-cultural negotiations

- **Reading:** “The hidden challenges of cross border negotiations”
- **Case Study:** *Discussion of Taran Swan at Nickelodeon Latin America (B&C)*

Week 7 (2/25/15): Managing global careers

- **Reading:** “The international move challenge”
- **Case Study:** *Into the Fray*
- **Assignment: Case Analysis IV is due**

Case Analysis IV (Into the Fray): Provide your own commentary that provides advice for Michael as he makes the career decision posed at the end of the case.