

## Cross-cultural Management

|                          |                                      |                            |                  |                   |
|--------------------------|--------------------------------------|----------------------------|------------------|-------------------|
| Course Name              | Course type (credit/hours)           | 전선(3/3)                    | Course code      | 1110              |
|                          | Target students Division/major/grade | 경영학과/2학년                   | Opening semester | 2017 1ST SEMESTER |
|                          | Class time and classroom             | 화A(다B106) 금A(다B106)(다B106) | English Grade    | A(100%English)    |
| Reference to this course | Prerequisite courses                 |                            |                  |                   |
|                          | Related basic courses                |                            |                  |                   |
|                          | Recommended concurrent courses       |                            |                  |                   |
|                          | Related advanced courses             |                            |                  |                   |

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|--------------------|-----------------------|--|---------------------|------------------|--------------------|--|
| Instructor         | Name (title/division) |  | Troy Felver         |                  |                    |  |
|                    | Office Room Number    | Room 418-2<br>Dasan Hall               | Office phone Number | 1111             | e-mail             |  |
|                    | Office hours          | Office Hours: Mon & Wed<br>10:30-12:00 |                     | Homepage address | troyajou@gmail.com |  |
| Teaching Assistant | Name (title/division) |  |                     |                  |                    |  |
|                    | Office Room Number    |  | Office phone Number |                  | e-mail             |  |

### 1. Introduction

#### Subject Summary

The world truly has gotten smaller. Because of economic pressure, more firms than ever are conducting business operations outside their home markets, through global operations, customers, investors, and recruitment. The value of a global reach is obvious, but the challenges a global manager faces are substantial. Other parts of the world have radically different business environments, with large variations in the political, economic, legal, technological, religious, ethical, and cultural environments. In this course, we will provide future managers a guide on how to manage the complex set of factors required to be a successful cross cultural manager.

### 2. Course Objectives

#### Course Objectives

- a) Gain a mastery of the fundamental problems of cross-cultural management
- b) Be able to recognize these problems
- c) Be able to solve/manage/minimize these problems in your business
- d) Have the ability to create systems which reduce probability that these problems in international management negatively influence your firm's global performance
- e) Encourage students to share and debate ideas in a respectful and culturally sensitive manner

### 3. Class types and activities

#### Evaluation

There will be a final exam, paper, and a presentation on a cross-cultural management case. Additionally, since a primary goal of this course is to improve communications skills, attendance and class participation are very important to your grade.

Final Exam: 30%  
Final Paper: 20%  
Class Participation: 20%  
Midterm Exam: 10%  
Attendance: 10%  
Presentation: 10%

### 4. Teaching Method

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> lecture                                     | <input checked="" type="checkbox"/> discussion and debate   |
| <input checked="" type="checkbox"/> team project(presentation and case studies) | <input type="checkbox"/> experiments(role-playing,etc)      |
| <input type="checkbox"/> designing and production                               | <input type="checkbox"/> on-site learning(on-site training) |
| <input type="checkbox"/> others   |   |

### 5. Support Systems in Use

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|--|---|---|
| <input checked="" type="checkbox"/> e-class              | <input type="checkbox"/> automatic recording system                                   | <input type="checkbox"/> web-based assignment |
| <input type="checkbox"/> cyber lecture                   | <input type="checkbox"/> blended learning(combination of online and offline teaching) |   |
| <input type="checkbox"/> class behavior analyzing system | <input type="checkbox"/> others   |   |

### 6. Teaching Tools

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|--|---|
| <input type="checkbox"/> PBL(Problem Based Learning) | <input type="checkbox"/> CBL(Case Based Learning) |
| <input type="checkbox"/> TBL(Team Based Learning)    | <input type="checkbox"/> others                   |

## 7. Knowledge and ability required for taking this course

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## 8. Method of Evaluation

| Evaluation Item | The Number of Times | Evaluation Proportion | Remarks |
|-----------------|---------------------|-----------------------|---------|
| Attendance      |                     | 10%                   |         |
| midterm exam    |                     | 10%                   |         |
| final exam      |                     | 30%                   |         |
| quiz            |                     |                       |         |
| presentation    |                     | 10%                   |         |
| discussion      |                     | 20%                   |         |
| homework        |                     | 20%                   |         |
| etc             |                     |                       |         |
| study hours     |                     |                       |         |

## 9. Textbook and supplementary material

| Main/Sub | Title (Web-site)  | Writer         | Publisher       | Publication year |
|----------|---|----------------|-----------------|------------------|
| Ref.     | International Management: Managing across Borders and Cultures: Text and Cases. | Deresky, Helen | Boston: Pearson | 2013             |

## 10. Class system and Class shedule

Exams will be case-based, problem solving exercises, where students will demonstrate what they know by finding the errors in cross-cultural management done in the fictitious cases presented. The focus will be on application, not memorization, and answers will be short. The midterm exam will be a less extensive version of the final exam, so students can become accustomed to the professor's examination style without a large amount of stress.

The Final Paper will be a chance for students to pick their own case of failed cross-cultural management and write about it. Students can choose their own topics, and in an approximately 3-5 page paper, students will describe the international management failure, why the failure occurred, and what the company could have done to prevent the failure. A handout will be given describing this project in more detail.

Students will present their topics in a 4-6 minute presentation to the class.

Class participation is quite important for deeper learning. The professor will track student participation in the course. Since a goal of the course is to encourage students to share their ideas, substantial points can

## < Class Schedule >

\* language : K-korean, E-English

| Weeks | Topics   | language | Instructor           | Teaching Method | Evaluation Method | Matter to be prepared |
|-------|--|----------|----------------------|-----------------|-------------------|-----------------------|
| 1     | Assessing the Environment: Political, Economic, Legal, and Technological             | E        | Felver Troy Benjamin |                 |                   |                       |
| 2     | Managing Interdependence: Social Responsibility, Ethics, and Sustainability          | E        | Felver Troy Benjamin |                 |                   |                       |
| 3     | Understanding the Role of Culture  | E        | Felver Troy Benjamin |                 |                   |                       |
| 4     | Communicating Across Cultures  | E        | Felver Troy Benjamin |                 |                   |                       |
| 5     | Cross-cultural Negotiation and Decision Making                                       | E        | Felver Troy Benjamin |                 |                   |                       |
| 6     | Formulating Strategy   | E        | Felver Troy Benjamin |                 |                   |                       |
| 7     | Cross-cultural Negotiation and Decision Making                                       | E        | Felver Troy Benjamin |                 |                   |                       |
| 8     | Midterm Exam   | E        | Felver Troy Benjamin |                 |                   |                       |
| 9     | Implementing Strategy: Strategic Alliances; Small Businesses; Emerging Economy Firms | E        | Felver Troy Benjamin |                 |                   |                       |
| 10    | Organizational Structure and Control Systems   | E        | Felver Troy Benjamin |                 |                   |                       |
| 11    | Staffing, Training, and Compensation for Global Operations                           | E        | Felver Troy Benjamin |                 |                   |                       |
| 12    | Motivating and Leading   | E        | Felver Troy Benjamin |                 |                   |                       |
| 13    | Presentations  | E        | Felver Troy Benjamin |                 |                   |                       |
| 14    | Presentations  | E        | Felver Troy Benjamin |                 |                   |                       |
| 15    | Developing a Global Management Cadre   | E        | Felver Troy Benjamin |                 |                   |                       |
| 16    | Final Exam   | E        | Felver Troy Benjamin |                 |                   |                       |

11. Other items of notification

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