



# Lincoln University

## BA 231 – Cultural Dimensions of Management

### COURSE SYLLABUS 2018

**Instructor:** Prof. Mike Guerra, PhD  
**Lecture Schedule:** Wednesday 12:30 PM – 3:15 PM  
**Credits:** 3 units / 45 lecture hours  
**Level:** Advanced (A)  
**Office Hours:** Tuesdays 11:00 AM to 12:00 PM  
**e-mail:** mguerra@lincolnuca.edu  
**Textbooks:** Wild, J., Wild, K., Han, J., International Business: The Challenges of Globalization, 8<sup>th</sup>. Ed. Pearson, 2016. ISBN-13: 978-0133866247; ISBN-10: 0133866246

**Last Revision:** January 3, 2018

### COURSE DESCRIPTION

A study of the diverse influences of political, social, and cultural factors on the practice of management in multinational business. Fundamental characteristic of different cultural areas will be identified and subjected to comparative evaluations. Case studies on various regions will be provided. (3 units)

*Prerequisite: BA 110, BA 130*

### COURSE LEARNING OUTCOMES<sup>1</sup>

|   | Course LO   | Program LO | Institutional LO       | Assessment Activities  |
|---|---|------------|------------------------|--|
| 1 | Be able to analyze the role of culture in the international business, including the areas of strategy building, marketing, and human resources. | PLO 1      | ILO 1a, ILO 2a, ILO 3a | Individual assignments, course project, global region research |
| 2 | Be able to develop and execute effective business negotiations strategies that incorporate cultural differences.                                | PLO 3      | ILO 2a, ILO 7a         | Individual assignments, course project, class participation    |

<sup>1</sup> Detailed description of learning outcomes and information about the assessment procedure are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

|   |   |       |                        |   |
|---|---|-------|------------------------|---|
| 3 | Be able to formulate effective problem-solving approach when managing cross-cultural teams. | PLO 4 | ILO 1a, ILO 2a, ILO 5a | Course project, class participation, global region research |
|---|---|-------|------------------------|---|

## INTRODUCTION

In this syllabus, I will provide an overview of the course and the student expectations for the next few weeks. It is important that you note the schedule of events, and assignments.

There are a few principles that we need to understand as we start this course. First, the nature of this course environment requires course participants to actively engage each other, and to encourage the learning process through our conversations and coursework. When everyone participates, the entire class or learning team has the opportunity to learn. In addition learning between the instructor and students flows two ways. I will learn from you just as you will learn from me.

## CLASS PROCEDURES

*This is a direct classroom instruction course.*

Each session you will be provided various items: instructions, assignments, topics, questions for discussion, my comments, or a description of the activities for the day.

You will be reading and working on various exercises and answering discussion questions. Assignments and projects require students to actively use resources of the library. Detailed guide to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

## CLASS PARTICIPATION

(1) You are expected to contribute to the class discussions in meaningful ways. That means:

- contributing new and relevant information to the course discussion and from readings of the textbooks;
- commenting in a positive manner;
- building on the remarks of your fellow students;
- posing questions of your fellow students; and
- Sharing quotes, websites, and other supplementary information.

(2) Your grade also will be determined by:

- the quality of your responses;
- the timeliness of your response; and
- The ability of your comments to motivate others in a collaborative effort.

## ATTENDANCE

Because Lincoln University's program is based upon the active participation of all class members, regular attendance at classes is essential. Each student is expected to be present for scheduled class periods, to be punctual, and to remain in class for the entire scheduled period. Excessive absence or tardiness may result in loss of credit, lowering of grade, or dismissal from class. Absences covering such emergencies as serious illness may be excused without loss of

credit for a period of up to three weeks, provided the absence excuses are accompanied by a licensed medical practitioner's certification.

*Administrative policies on absences from classes is as follows:*

- For classes which meet one (1) time per week:
- A student will receive a WARNING NOTICE after missing 2 classes.
- A student will be placed on PROBATION after missing 3 classes.
- A student will be DISMISSED from class after missing 5 classes.
- For classes which meet two (2) times per week:
- A student will receive a WARNING NOTICE after missing 2 classes.
- A student will be placed on PROBATION after missing 3 classes.
- A student will be DISMISSED from class after missing 9 classes.
- For classes which meet five (5) times per week:
- A student will receive a WARNING NOTICE after missing 6 classes.
- A student will be placed on PROBATION after missing 10 classes.
- A student will be DISMISSED from class after missing 14 classes.

If no excuse is received by the Registrar's office, the student will be considered as having no excuse and appropriate action will be taken. The school is required by the Bureau of Citizenship and Immigration Services to report all foreign students who are dropped for excessive absences.

**LEARNING ENVIRONMENT**

The goal of the classroom environment is to be collaborative and communicative. To help facilitate collaborative communication, I would suggest that before you proofread or carefully consider your thought before speaking. There are times when an innocent comment can be misinterpreted. Most of the time, any miss-communication can be rectified through open communication. However, if you find the content of a message offensive, please notify me.

**GRADING**

*Point/Grade Conversion*

|        |    |         |    |
|--------|----|---------|----|
| 100-95 | A  | 76-74   | C  |
| 94-90  | A- | 73-70   | C- |
| 89-87  | B+ | 69-67   | D+ |
| 86-84  | B  | 66-64   | D  |
| 83-80  | B- | 63-60   | D- |
| 79-77  | C+ | 59 or < | F  |

**A = Excellent performance.** Clearly stands out as an excellent performer. Has unusually sharp insight into material and initiates thoughtful questions. The student sees many sides of an issue. Articulates well and writes logically and clearly. Integrates ideas previously learned from this and other disciplines; anticipates next steps in progression of ideas.

**B = Above average performance.** Grasps subject matter at a level considered to be good to very good. The student actively participates in the class discussion. Speaks and writes well. The student accomplishes more than the minimum requirements. Work in and out of class is of high quality.

**C = Average performance.** The student demonstrates a satisfactory comprehension of the subject matter. Accomplishes only the minimum requirements and displays little or no

initiative. The student is able to communicate orally and in writing at an acceptable level for a college student. Has a satisfactory understanding of all basic concepts.

**D = Below average performance.** The student demonstrates understanding at the most rudimentary level. Quality and quantity of work in and out of class is below average and marginally acceptable.

**F = Failing performance.** Work is not acceptable and/or timely. Quality and quantity of work in and out of class fails to demonstrate a marginal understanding of learning objectives and their application. Academic credit is not earned.

**WEIGHTING OF ASSIGNMENTS**

| Assignments  | Percent    |
|--|------------|
| Individual: Homework Assignments (5x 5pts. each)                                   | 25         |
| Individual: Project  | 25         |
| Team/Group Exercises (7 x 4pts. each)  | 28         |
| Class Participation (12 pts.)  | 12         |
| Global Region Research Area (Africa, Latin America, Asia, Europe, the Middle East) | 10         |
|  | <b>100</b> |

**FORMAT FOR SUBMITTING ASSIGNMENTS**

(1) Write your first and last name at the top of your paper along with the title of the assignment (papers will not be returned without credit if there is no name and/or assignment title).

(1) Use the APA/Chicago-Turabian guidelines for citing and documenting sources.

(2) Your assignment should follow the formatting guidelines below:

- single-spaced
- twelve point, Times New Roman font style
- skip one space between paragraphs
- paragraphs are not to be indented.

**COURSE SCHEDULE**

| Week | Topic   |
|------|---|
| 1    | Introduction. The age of globalization.                       |
| 2    | The nature of cross-cultural business.                        |
| 3    | Normative and descriptive ethical theories                    |
| 4    | Leading cross-cultural teams                                  |
| 5    | Developing and marketing products for international audiences |
| 6    | Analyzing international opportunities and threats             |
| 7    | Cross-cultural communication: employees                       |
| 8    | Cross-cultural communication: shareholders                    |
| 9    | Business and culture: Asia                                    |
| 10   | Business and culture: Africa                                  |
| 11   | Business and culture: Latin America                           |
| 12   | Business and culture: Europe                                  |
| 13   | Business and culture: Middle East                             |
| 14   | Course project presentation                                   |
| 15   | Course project presentation                                   |