



**IB 372**

# **Intercultural Management**

**Spring 2021**

**Deirdre Mendez**

03170 T-Th 3:30-5:00 CBA 4.344

## Instructor Information

Dr. Deirdre Mendez, Office: CBA 3.252

Student Hours (via Zoom): Thu 2:00-3:30 and by appointment

Email: [Deirdre.Mendez@mcombs.utexas.edu](mailto:Deirdre.Mendez@mcombs.utexas.edu)

## Readings

The text for the course is Mendez, D. (2017). *The Culture Solution: How to Achieve Synergy and Get Results in the Global Workplace*, Nicholas Brealey International.

You will also need to purchase a case for review (cost: ~\$9.00). Other readings will be posted in Canvas.

## Course Description

Although business terminology, concepts and systems are shared throughout the world, cultural factors affect the way these are understood and implemented in particular environments.

This course offers a conceptual framework and tools for identifying culture-based perspectives and priorities that shape the conduct of business throughout the world. The course begins by exploring concepts of ethnorelativism and cultural engagement and what it means to have a “global perspective”. You will gain analytical and collaborative skills for interacting effectively with people from a variety of cultural backgrounds. We will discuss cultural patterns characteristic of world regions and particular countries in terms of their implications for corporate management.

Using a framework of cultural dynamics in business interaction, you will apply course concepts to business functions including negotiation, conflict resolution, corporate integration, team management, and leadership. You will collaborate with multicultural team members to explore culture-based perceptions and complete projects. For the final project, your team will analyze a troubled intercultural business relationship and present your recommendations to the client.

## Course Content

In addition to learning about the cultural patterns of countries and regions throughout the world, you will learn how to:

- Evaluate your own cultural tendencies and areas of flexibility/inflexibility
- Assess the cultural tendencies of new people and environments
- Predict your own reactions to others and theirs to you
- Relate the cultural phenomena you observe to business behaviors and practices
- Predict and solve culture-based problems and manage conflict in business relationships
- Create intercultural synergies for work teams and partnerships

## **Class expectations**

Class will begin on time. If you will have trouble getting to class on time or need to leave early, let me know in advance. Please don't use your phone for texting in class, and laptops may be used for note taking only. Be prepared to contribute to class discussion every day. Written assignments must be posted in Canvas by the date and time they are due. Post them as Word or Excel documents, not pdfs. Five points will be deducted per day for assignments turned in after the time they are due.

## **Coursework and Deliverables**

Information will be presented via readings, lectures, in-class exercises and group work. In addition to written assignments, you will make in-class presentations in groups. Group work will give you a chance to apply course concepts to real-world problems. Grades will be based on your ability to apply the intercultural principles you learn to your teamwork, exercises and case analysis.

## **Team Activities**

The class will be divided into intercultural teams of five or six students. Working in teams will give you an opportunity to observe cultural difference in action. You will have multiple team assignments during the semester. You will have time during class to meet with your team, but you also need to be prepared to meet outside of class as well. You will meet with the instructor to discuss your team's work together. You will also provide assessments of each of your team members' performance. The team meeting and survey assessment results will determine your teamwork grade.

## **Attendance**

Because group work requires attendance of all group members, daily attendance is expected. You may take three unexcused absences without penalty. After these three absences, each absence will reduce your final grade in the class by one point. You must obtain prior permission to miss class or provide documentation of illness or injury for any additional absences to be excused. Attendance on the scheduled day of guest speakers is mandatory, and absence will result in an attendance point deduction except in the case of documented emergency.

## **Class Preparation and Participation**

To participate appropriately in class, you must review the preparatory readings and videos, answer any questions they include, and be prepared to discuss your responses in class. Completion of the Team Progress Survey is also a component in the participation grade.

## Graded Activities

**Exam 1 - 20%** (Individual Grade)

**Exam 2 - 20%** (Individual Grade)

Multiple choice questions will test your mastery of the cultural tendencies and concepts taught in class. Essay questions will give you a chance to show how you've processed course concepts.

**Country Analysis Report - 15%** (Group Project)

Your team will research and analyze a business event in a country of your choice. You will also conduct an interview of a native of your topic country. Based on your research and interview, your team will provide an analysis of your findings. Grading is as follows:

- Each member will write one section of the paper. You will receive a grade for the portion you write, for 10% of your total grade.
- All members will receive a grade for the overall product, which will be an average of the grades for each section, for 5% of the total grade.

**Team Discussions - 15%** (Group Grade)

Your team will report on nine discussions on topics related to course content (the lowest grade will be dropped).

**Cultural Perceptions Assignments 5%** (Individual Grade)

These brief written assignments will give you a chance to show how your understanding of cultural aspects of business has developed throughout the course.

**Case Analysis - 15%**

- Slide document on findings – 7.5% (group grade)
- Presentation of findings – 7.5% (individual grade)

**Teamwork 10%** (Team and Individual Grade)

Your teamwork grade will derive from your participation in team discussion, your team's meeting with the instructor and your team members' evaluations of your participation on the team discussions and course assignments. Teams that earn a high score on the team meeting will demonstrate cultural learning from one another, both in terms of tendencies represented on the team and knowledge of the countries of origin of all members.

There is no scheduled final exam.

### Grade Distribution

94 – 100 = A

87 – 90 = B+

77 – 80 = C+

67 – 70 = D+

90 – 94 = A-

84 – 87 = B

74 – 77 = C

64 – 67 = D

80 – 84 = B-

70 – 74 = C-

60 – 64 = D-

## **If You Have an Emergency This Semester**

If something comes up that affects your ability to attend class or complete assignments, please report your situation to [Student Emergency Services](#). They will authorize me to give you an extension or other support.

## **Dealing with Challenges**

If you're suffering from physical or mental health problems, it's very important to register with [Services for Students with Disabilities](#). They will authorize me to give you assignment extensions, additional time to complete exams, and other types of support. Please don't wait to take this step—it's very helpful to faculty. We must decide whether we can ethically give you special consideration.

## **Course Flag and other Designations**

This course meets a qualification for the Bridging Disciplines Programs certificate in Conflict Resolution & Peace Studies.

This course carries the Global Cultures flag. Global Cultures courses are designed to increase your familiarity with cultural groups outside the United States. You should therefore expect a substantial portion of your grade to come from assignments covering the practices, beliefs, and histories of at least one non-U.S. cultural group, past or present.

## **Professional Conduct**

- Please be on time and ready to start when class begins.
- If you need to leave during class, make your exit as inconspicuous as possible.
- Please turn off your cell phones before class starts. If you need to make an urgent call or send a text message, please leave class briefly.
- You may use laptops/tablets/etc. to take notes and to look things up. Violating this policy will result in a 1% deduction from your final score.
- Please keep all discussion during class public, and don't engage in side conversations.

## **Diversity and Inclusion**

It is my intent that students from all diverse backgrounds and perspectives will be well served by this course, that students' learning needs will be addressed and that the diversity that students bring to this class can be comfortably expressed and viewed as a resource, strength and benefit. Please let me know right away if this ever is not the case.

## **Religious Holy Days**

You must notify me of your pending absence at least 14 days prior to a religious holy day. If you must miss a class component to observe a religious holy day, you will have a chance to complete it within a reasonable time after the absence.

## **Students with Disabilities**

Many physical and mental health issues can qualify for SSD accommodations like assignment extensions and longer times to take exams. Every semester I have students who don't realize they could request academic accommodations from Services for Students with Disabilities (SSD) <http://diversity.utexas.edu/disability>. Please notify me of any accommodations by the 4<sup>th</sup> day of class so I can schedule notetaking and exam extensions.

## **Academic Dishonesty**

The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the BBA Program's Statement on Scholastic Dishonesty at <http://my.mcombs.utexas.edu/BBA/Code-of-Ethics>. By teaching this course, I have agreed to observe all faculty responsibilities described there. By enrolling in this class, you have agreed to observe all student responsibilities described there. If the application of the Statement on Scholastic Dishonesty to this class or its assignments is unclear in any way, it is your responsibility to ask me for clarification.

Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, the integrity of the University, and the value of our academic brand, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Conduct and Academic Integrity website at <http://deanofstudents.utexas.edu/conduct> to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty. Any student plagiarizing on written assignments will be referred to the Dean of Students.

## **Intellectual Property Policy**

All material presented in class lectures, PowerPoint presentations, and on the Canvas website is the intellectual property of the instructor unless otherwise copyrighted. Any reproduction or publication of this material without prior written consent is strictly forbidden.

## Sharing of Course Materials is Prohibited:

No materials used in this class, including, but not limited to, lecture hand-outs, videos, assessments (quizzes, exams, papers, projects, homework assignments), in-class materials, review sheets, and additional problem sets, may be shared online or with anyone outside of the class unless you have my explicit, written permission. Unauthorized sharing of materials promotes cheating. It is a violation of the University's Student Honor Code and an act of academic dishonesty. I am well aware of the sites used for sharing materials, and any materials found online that are associated with you, or any suspected unauthorized sharing of materials, will be reported to Student Conduct and Academic Integrity in the Office of the Dean of Students. These reports can result in sanctions, including failure in the course.

## Campus Safety

Please note the following recommendations regarding emergency evacuation, provided by the Office of Campus Safety and Security, 512-471-5767, <https://preparedness.utexas.edu>.

- Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings and assemble outside when a fire alarm is activated
- Familiarize yourself with all exit doors of each classroom and building you may occupy
- If you need evacuation assistance, inform the instructor in writing asap
- In the event of an evacuation, follow the instruction of faculty or class instructors
- Do not re-enter a building unless given instructions by Austin or UT police or fire authorities
- Behavior Concerns Advice Line (BCAL): 512-232-5050 or on-line
- In case of emergency, further information will be available at: <http://www.utexas.edu/emergency>.

## Health Reporting

To help keep everyone at UT and in our community safe, it is critical that students (and faculty and staff) report COVID-19 symptoms to the HealthPoint Occupational Health Program (OHP) as soon as possible. To understand what to do if a fellow student in the class (or the instructor or TA) tests positive for COVID, see this [University Health Services](#) link.

## Title IX Reporting

Federal law protects against sex and gender-based discrimination, sexual harassment, sexual assault, sexual misconduct, dating/domestic violence and stalking. When sexual misconduct occurs in our community, the university can:

1. Intervene to prevent harmful behavior from continuing or escalating.
2. Provide support and remedies to students and employees who have experienced harm or have become involved in a Title IX investigation.
3. Investigate and discipline violations of the university's [relevant policies](#).

Texas law requires all employees, including faculty, report any information to the Title IX Office regarding sexual harassment, sexual assault, dating violence and stalking that is disclosed to them. All employees who witness or receive any information of this type must be reported. **I am a Responsible Employee and must report any Title IX related incidents** that are disclosed in writing, discussion, or one-on-one. Before talking with me, or with any faculty or staff member about a Title IX related incident, be sure to ask whether they are a responsible employee. If you would like to speak with someone who can provide support or remedies without making an official report to the university, please email [advocate@austin.utexas.edu](mailto:advocate@austin.utexas.edu).

## FERPA and Class Recordings

Class recordings are reserved only for students in this class for educational purposes and are protected under FERPA. The recordings should not be shared outside the class in any form. Violation of this restriction by a student could lead to Student Misconduct proceedings.