

Cross-Cultural Management

Fall 2011

Instructor: Shu-Cheng Steve Chi

Office Hrs: Friday 10-11AM

Textbook : “International Dimensions of Organizational Behavior,” by Nancy Adler (with Allison Gundersen), 2008, 5th edition, Thompson South-Western.
(contact: Yeh Yeh Book Gallery 02-23684198)

Introduction : The purpose of this course is to provide you a systematic knowledge of management in a multi-cultural context. We will use examples, cases, movies, and group activities from Taiwan and from other cultures to familiarize you with the related concepts. For instance, we will discuss the leadership styles of Yung-Ching Wang (王永慶), Terry Guo (郭台銘), and Morris Chang (張忠謀) and how they handle problems such as the Foxconn crisis during May 2010 and the TSMC’s layoff incident during March-April, 2009. We will discuss especially the cultural aspects/implications of these incidents. I wish that you can apply the knowledge you learn in the semester to your future career and enhance your intercultural performance.

Topics Overview :

	Topic and Assignment	Classroom Activities
9/14	Introduction Culture and Management (Adler, CH.1) ● What is culture? ● Kluckhohn and Strodtbeck’s Values Orientation Dimensions	Discussions: ● Perception of the individual: Good versus evil (Adler, p.25)
9/21	Culture and Management (Adler, CH.1) ● Kluckhohn and Strodtbeck’s Values Orientation Dimensions	Discussions: ● Personal relationships: Individualism versus collectivism (Adler, p.29) ● Time: The long term versus the short term (Adler, p.32)
9/28	How Culture Affects Organizations (Adler, CH.2). ● Hofstede’s cultural dimensions	Group Activity: Creating a Culture from Scratch Discussions:

		<ul style="list-style-type: none"> ● Power distance (Adler, p.55) ● Career success and quality of life (Adler, p.59)
10/5	How Culture Affects Organizations (Adler, CH.2). <ul style="list-style-type: none"> ● Hofstede's cultural dimensions NOTE: In next week's class, bring 2-3 proverbs that best describe your culture.	Movie : Gong Ho
10/12	Cross-Cultural Communication (Adler, CH.3) <ul style="list-style-type: none"> ● Cross-cultural Misinterpretation ● Stereotypes ● Cultural self-awareness 	Discussions: <ul style="list-style-type: none"> ● Culturally "Bizarre" Behavior(Adler, p.72) ● Communicating Across Cultures: Japanese pickles and mattresses, Incorporated (Adler, 91-92)
10/19	Cross-Cultural Communication (Adler, CH.3) <p>Assignment #1: Use proverbs to describe your culture. (Due on October 26th)</p>	Group Activity: Cross-cultural Competency Skits
10/26	Guest Speaker: Ron McGhie (Senior Consultant of Lend Lease)	
11/2	How to Create Cultural Synergy (Adler, CH.4) <ul style="list-style-type: none"> ● Adler's cultural synergy model Managing Multicultural Teams (Adler, CH.5) <ul style="list-style-type: none"> ● Diversity in Teams 	
11/9	Midterm Exam (Adler, CH. 1-5)	
11/16	Cross-Cultural Leadership (Adler, CH.6) <ul style="list-style-type: none"> ● Leadership theories ● Cultural contingency ● Global leadership 	Case: Yung-Ching Wang (Formosa Petrochemical Corp, FPCC), Terry Guo (Hon Hai/Foxconn), Morris Chang (TSMC) <p>Discussions:</p> <ul style="list-style-type: none"> ● The Engineering Work Assignment
11/23	Motivating People From Around the World (Adler, CH.7) <ul style="list-style-type: none"> ● Motivation theories 	Case: Yung-Ching Wang (Formosa Petrochemical Corp, FPCC), Terry Guo (Hon Hai/Foxconn), Morris

		Chang (TSMC)
11/30	Cross-Cultural Leadership (Adler, CH.6) Motivating People From Around the World (Adler, CH.7) Assignment #2: Compare Taiwanese leaders with leaders in another culture. (Due December 7th)	Each person shares his/her Assignment #2.
12/7	Multicultural Decision Making (Adler, CH.8) <ul style="list-style-type: none"> ● Cultural contingencies of decision making ● Ethical decision making 	Discussions: <ul style="list-style-type: none"> ● Local justice and integrity (Adler, p.215)
12/14	Group Presentation (I)	
12/21	Group Presentation (II)	
12/28	Cross-Cultural Negotiation (Adler, CH.9) <ul style="list-style-type: none"> ● Negotiation process ● Negotiation tactics 	Negotiation Simulation
1/4	Managing a Global Career (CH.10-12) <ul style="list-style-type: none"> ● Cross-cultural transitions ● The expatriate spouse ● Global careers Papers of group project are due January 4th.	

Assignments:

Assignment #1: Use proverbs to describe your culture

Every culture has many proverbs or traditional expressions. Some of them are useful tools to learn the essence of a certain culture. We will learn the Hofstede's cultural dimensions, which talk about how cultures vary especially in organizational contexts. The first assignment is for you to think about few proverbs of your native country (your own culture), and relate them to Hofstede's theory. Page length: maximum 5 pages. Format: Font 12, double-spaced. Due date: October 26th. Late papers will be downgraded.

Assignment #2: Compare Taiwanese leaders with leaders in another culture

Every culture may have an ideal, prototypical leader of its own. In the class, we will discuss several well-known Taiwanese business leaders. It will be interesting to compare leaders from different cultures. The second assignment is to think of several leaders from your culture and compare them with leaders in another culture. International students, you can pick leaders from your own culture and compare them with Taiwanese leaders. Taiwanese students, you should choose a culture that is different from here and compare the leaders in that culture with those of Taiwan. You will be asked to share your viewpoints on December 7th. Page length: maximum 5

pages. Format: Font 12, double-spaced. Due date: December 7th. Late papers will be downgraded.

Group Project

You need to join a group of 3-5 students and conduct a group project. You can choose a topic related to those covered in this class. You need to do an oral presentation on December 14th or 21st. The written report is due on the last day of class, January 4th. Page length: maximum 10 pages. Format: Font 12, double-spaced. Papers should adhere to APA style. Late papers will be downgraded.

Midterm Exam

The midterm exam will be open-book and held on November 9th. You are expected to be familiar with the content of the textbook, Chapters 1-5.

Class Participation

Classroom participation is crucial for this course. I encourage everyone to actively participate in the discussions. If you cannot make it for the class for some reason, you will need to take a leave of absence before or after class. Or else, the absence will affect your final grade.

Grading

Your performance is calculated as follows:

Assignment #1	10%
Assignment #2	10%
Group Project (include oral presentation and written report)	25%
Midterm exam	25%
Class participation (include attendance)	30%

Bonus

In November 16th and 23th class, we will discuss leadership and motivation. I will need a few students to volunteer to do the presentations in class on the leaders/cases chosen. The presenters will receive a bonus of up to 7% of their grade, depending on the quality of the presentation.