

**BA4216 CROSS-CULTURAL STUDIES IN ORGANIZATIONS**  
**Tuesday-Thursday, 10.35-11.15 and 11.35-12.10, In-class and Online**

<b>Instructor:</b>	Çağrı Topal
<b>Office:</b>	FEAS-B, H118
<b>Phone:</b>	210 2036
<b>E-mail:</b>	ctopal@metu.edu.tr
<b>Office Hours:</b>	Monday, 9.00-11.00 online or by appointment
<b>Course Web Page:</b>	<a href="https://odtuclass.metu.edu.tr">https://odtuclass.metu.edu.tr</a>
<b>Course Description:</b>	
This course explores how national culture affects management practice and “doing business” in foreign settings.	
<b>Relevance:</b>	
Culture is a major determinant of managerial and organizational practices. This is especially true in the context of globalization where varieties of cultures interact. The actors of the economy have to deal with people and organizations from different cultures in a globalized world. There may also be cultural diversity based on differences in education, occupation, hometown, social class, and gender. Values, worldviews, and traditions shape how people do business. In other words, commercial relations are never simply commercial. They are also cultural.	
<b>Course Student Learning Objectives: (CSLOs)</b>	
At the end of the course, students will have developed a critical understanding of the implications of different national cultures for business and management practice in domestic and international markets and have improved their teamwork skills through interactive learning. Upon completion of the course, students will be able to	
<ol style="list-style-type: none"><li>1. understand the global context of cross-cultural management and the influence of different cultural and religious characteristics on business and management.</li><li>2. explain the role of cross-cultural communication in business.</li><li>3. discuss leadership, motivation, negotiation, conflict management, and human resource management across cultures.</li><li>4. comprehend ethical issues in cross-cultural settings.</li><li>5. be aware of and criticize ethnocentric business practices.</li><li>6. show improved teamwork skills developed through group work.</li></ol>	
<b>Learning and Teaching Methods:</b>	
This course will use online lectures, discussions, case studies, individual and group reports, and quizzes.	
<b>Reading:</b>	
Lectures are based on a mixture of readings from different textbooks on cross-cultural management. The course slides and notes will be posted at odtuclass. There will be long cases to analyze from Martin J. Gannon’s “Understanding Global Cultures”, 3 <sup>rd</sup> and 4 <sup>th</sup> editions. The instructor will also distribute short cases to discuss in the participation session.	
<b>Assessment and Grading:</b>	
Grades and notes are not subject to change unless miscalculated. <b><u>There will be no additional individual study for raising a student’s grade.</u></b> No individual request for such a study will be accepted. No non-academic criteria will be applied for grading. The percentages to apply to the coursework are seen in the following table.	

Form of Assessment	Contribution %	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Quiz-1 Quiz-2	6	True-false, 8 minutes	1-5	Written and oral
Quiz-3 Quiz-4	6	True-false, 8 minutes	1-5	Written and oral
Quiz-5 Quiz-6	6	True-false, 8 minutes	1-5	Written and oral
Quiz-7 Quiz-8	6	True-false, 8 minutes	2-5	Written and oral
Quiz-9 Quiz-10	6	True-false, 8 minutes	2-5	Written and oral
Quiz-11 Quiz-12	6	True-false, 8 minutes	3-5	Written and oral
Quiz-13 Quiz-14	6	True-false, 8 minutes	3-5	Written and oral
Quiz-15 Quiz-16	6	True-false, 8 minutes	3-5	Written and oral
Quiz-17 Quiz-18	6	True-false, 8 minutes	3-5	Written and oral
Quiz-19 Quiz-20	6	True-false, 8 minutes	4-5	Written and oral
Individual participation	10	Individual study, 15 minutes	1-2-3-4-5	Written and oral
Group participation	15	In-class or online discussion	1-2-3-4-5-6	Written and oral
Case reports and brief presentations	5+5	Group study, 6+ hours	1-2-3-4-5-6	Written and oral
In-class quizzes	5	Short answer, 2-3 minutes	1-2-3-4-5	Written and oral
<b>Total</b>	100			

### Course Policies:

#### Quizzes

There will be ten sets of two quizzes (a total of twenty quizzes) at odtuclass. The quizzes will measure students' degree of knowledge of the conceptual material. They will be composed of true-false questions. From each set, the quiz with the higher grade will be counted towards the final grade. In other words, students have to take at least one quiz in each set to get credit; they may choose to leave one quiz out if they are satisfied with their grade of the first quiz in each set. **Because make-up quizzes are already embedded in each set, there will be no additional make-up (even when students add the course in the add-drop period).** If students miss both quizzes in a set, they will get no credit for the set.

#### Individual participation

It is important that students listen to the online lecture of the week at odtuclass. In each lecture, there are a number of questions to discuss. For a number of selected questions only, students are required to write short answers and submit them to the instructor before the participation session. This is an individual activity. **It should not be based on the internet search, which is considered plagiarism.** It should reflect students' own interpretation as there are no right or wrong answers. **There is no make-up for this activity.** Students should always justify their answers and comments with relevant examples or rational arguments. **There will be no credit for answers or comments without justification.**

#### Group participation

Students are also supposed to think about the other questions. They should look at the questions first, listen to the lecture then, and try to develop answers for the questions. This is to prepare for online or in-class participation session, in which the instructor will guide a discussion on the questions in general and possibly relevant short cases provided by the instructor before or during the session. In the session, students can also ask questions and provide comments on the chapter for additional explanation or clarification or discussion. They can share relevant personal experiences by applying the concepts in the chapter. Students should always justify their answers and comments with relevant examples or rational arguments. **There is no make-up for this group activity.**

### **Case reports and brief presentations**

In a group of students (group size depending on class size), students are required to analyze and write **two reports on two different cases of national culture** from Martin J. Gannon's "Understanding Global Cultures" (3<sup>rd</sup> and 4<sup>th</sup> editions) by using only the theories and concepts discussed in the course. The group is required to briefly describe the characteristics of the national culture, as explained in Gannon's book, in **1 page at most (double-spaced)** and apply the theories and concepts discussed in the course to the culture in **4 pages at most (double-spaced)**. In other words, each report will include 1 page of description and 4 pages of analysis, **a total of 5 pages at most** (excluding the cover page, references, and appendix). The analysis should focus on the business conduct in the culture analyzed. **Students should follow the case guide available at odtuclass and not use any external source from the internet to analyze the case.** The analysis should totally be an interpretation of the group. It should not be based on research on the internet or in the library. The group should basically combine the lecture and case in the report. **Please explicitly relate the case material to the conceptual material discussed in the course;** always support an interpretation/analysis with an example/statement from the case. Also do as much analysis as possible; **use as many concepts as possible from the course and keep the number of examples from the case for each concept to a few sentences only.** Use only the material discussed in the course; **do not use the concepts and models not discussed in the course.**

Each report is to be typed on a word processor, double-spaced, and in 12-point Times New Roman font, with the name, surname, and student number of group members and case name on the cover page. All page margins should be set to 1 inch (or 2.5 cm). References in an appropriate format should be provided if used (AOM or APA style). The first report is due **on December 3, before 12.00 (noon)**. The second report is due **on January 7, before 12.00 (noon)**. There will be **1 point penalty for each day of late submission.** Please send each case report to [ctopal@metu.edu.tr](mailto:ctopal@metu.edu.tr).

After the submission of each report, the group is required to do research on each culture's specific business practices, **using only external sources including the internet** and prepare a brief presentation of **5 minutes at most only on the difference between the report and research.** The first presentation for the first case is due **on December 10, before 12.00 (noon)** and the second presentation for the second case is due **on January 14, before 12.00 (noon)**. There will be **1 point penalty for each day of late submission.** It is required that **all group members should take part in both presentations.** Please send each presentation to [ctopal@metu.edu.tr](mailto:ctopal@metu.edu.tr).

All group members should be involved in the group work. The members will get the group mark if they all agree that all the members put at least fair amount of effort into the group work. In order to determine that the members put enough effort, all the members are required to fill in a peer evaluation form, which includes the following options:

- 4: The contribution of group member to the group work is above average.
- 3: The contribution of group member to the group work is fair.
- 2: The contribution of group member to the group work is below average.
- 1: The contribution of group member to the group work is almost nonexistent.

**Accordingly, if a member's average is between 1.5 and 2.5 (close to below average), s/he will lose 3 points subtracted from the total group mark. If a member's average is below 1.5 (close to almost nonexistent), s/he will lose 6 points subtracted from the total group mark.**

### **In-class quizzes**

In-class quizzes will complement online quizzes to measure students' conceptual knowledge as well as participation. They will cover the material in the assigned chapter. Note that **in-class quizzes are an exam**; side conversations during a quiz, not stopping writing when instructed, or any other attempt to cheat will not be tolerated, **resulting in a zero mark without warning**. There will be **no make-up for in-class quizzes**.

### **Student disabilities**

Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's Disability Support Office (METU Library, Solmaz İzdemir Hall, phone: 2107196, e-mail: engelsiz@metu.edu.tr, website: http://engelsiz.metu.edu.tr) verifying their disability, and outlining the special arrangements required. **Please note that no accommodations will be provided prior to the completion of this approved university process.**

### **Academic dishonesty**

The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of students. **The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.**

### **Cheating**

All university, faculty/institute, and department principles on academic honesty will be strictly enforced. **The usual consequence for academic dishonesty is failure in the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action.** Examinations are individual and are to be completed without outside assistance of any sort. Students observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Students observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade allocated to such assignments.

### **Plagiarism**

The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students affirm that the contents are their original work. **Any previous work available from files or past students as well as materials available on the internet may be used only as a suggestive model.** Violation of this provision will be considered as unethical behavior subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

### **Metu honor code**

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted:

**“The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents.”**

### **Civility**

Civility is a requirement. Developing and maintaining a course environment that is conducive to learning is the responsibility of students as much as instructors. Inappropriate behavior in an offline or online course setting will result, minimally, in a request to leave the setting. Students are required to use an impersonal, professional language in discussions and avoid offensive remarks. They are to be on time for

participation sessions; **they may not be let in after the instructor.** They should also not leave sessions unless there is emergency.

### Academic regulations

Please see the regulations for undergraduate studies at: <http://oidb.metu.edu.tr/en/middle-east-technical-university-rules-and-regulations-governing-undergraduate-studies>

### Academic calendar

Please see the calendar and note the important dates at: <https://oidb.metu.edu.tr/en/academic-calendar>

<b>Tentative Course Schedule</b>			
<b>Month</b>	<b>Day</b>	<b>Topic/Reading</b>	<b>CSLO</b>
October	19	Introduction	1-2-3-4-5-6
October	21	Culture Organizational culture	1-5
October	26	<b>Quiz-1</b> <b>Quiz-2</b>	1-5
October	28	Globalization Worldview and religion	1-5
November	2	<b>Quiz-3</b> <b>Quiz-4</b>	1-5
November	4	Cross-cultural management dimensions	1-5
November	9	<b>Quiz-5</b> <b>Quiz-6</b>	1-5
November	11	Communication and nonverbal communication	2-5
November	16	<b>Quiz-7</b> <b>Quiz-8</b>	2-5
November	18	Theories of intercultural communication	2-5
November	23	<b>Quiz-9</b> <b>Quiz-10</b>	2-5
November	25	Project study	1-2-5-6
November	30	Leadership across cultures	3-5
December	2	<b>Quiz-11</b> <b>Quiz-12</b>	3-5
December	3	<b>Project report submission</b>	1-2-5-6
December	7	Motivating across cultures	3-5
December	9	<b>Quiz-13</b> <b>Quiz-14</b>	3-5
December	10	<b>Brief presentation submission</b>	1-2-5-6
December	14	Cross-cultural negotiation and conflict	3-5
December	16	<b>Quiz-15</b> <b>Quiz-16</b>	3-5
December	21	International human resource management	3-5
December	23	<b>Quiz-17</b> <b>Quiz-18</b>	3-5
December	28	Global business ethics	4-5
December	30	<b>Quiz-19</b> <b>Quiz-20</b>	4-5
January	4	Project study	3-4-5-6
January	7	<b>Project report submission</b>	3-4-5-6
January	14	<b>Brief presentation submission</b>	3-4-5-6