

**BA4216 CROSS-CULTURAL STUDIES IN ORGANIZATIONS
MONDAY AND WEDNESDAY, 10.40-11.55, G108**

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Office Hours:	by appointment
Course Web Page:	https://odtuclass.metu.edu.tr

Course Description:

This course explores how national culture affects management practice and doing business in foreign and domestic settings.

Relevance:

Culture is a major determinant of organizational practices. Economic actors deal with people and organizations from different cultures in a globalized world. There is also cultural diversity based in education, occupation, hometown, social class, and gender. Values, traditions, and worldviews shape how people do business. Commercial relations are never simply commercial. They are also cultural.

Course Student Learning Objectives: (CSLOs)

At the end of the course, students will have developed a critical understanding of the implications of national cultures for management practice in domestic and foreign markets and have improved their teamwork skills through interactive learning. Upon completion of the course, students will be able to

1. understand the global context of cross-cultural management and the influence of different cultural and religious characteristics on business and management.
2. explain the role of cross-cultural communication in business.
3. discuss leadership, motivation, negotiation, conflict management, and human resource management across cultures.
4. comprehend ethical issues in cross-cultural settings.
5. be aware of and criticize ethnocentric business practices.
6. show improved teamwork skills developed through group activities.

Learning and Teaching Methods:

This course will use lectures, case studies, in-class presentations and discussions, group reports, and written exams and quizzes.

Reading:

Lectures are based on a mixture of readings from different textbooks on cross-cultural management. Course slides and notes will be posted at odtuclass. There will be long cases to analyze from Martin J. Gannon's "Understanding Global Cultures", 3rd and 4th editions. The instructor will also distribute short cases to discuss in class. The following textbook is suggested but not required: Thomas, D. C., and Peterson, M. F. 2015 or newer. Cross-cultural management: Essential concepts. Thousand Oaks: Sage.

Assessment and Grading:

Grades and notes are not subject to change unless miscalculated. **There will be no additional individual study for raising a student's grade.** 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
Midterm 1	20	Multiple-choice, 40 minutes	1-2	Written and oral
Midterm 2	20	Multiple-choice, 40 minutes	3-4	Written and oral
Case quizzes	25	Multiple-choice, 4-5 minutes	1-2-3-4	Written and oral
Case report and presentation	15	Group- and self-study, presentation and discussion, 6+ hours	1-2-3-4-5-6	Written and oral
Participation	15	Discussion, class time	1-2-3-4-5-6	Oral
Lecture quizzes	5	Short answer, 2-3 minutes	1-2-3-4	Written and oral
Total	100			

Course Policies:

Midterms and make-up policy

Midterm exams will measure students' degree of knowledge of the conceptual material. There will be two midterms. Midterms will be composed of multiple-choice questions. Students may write a make-up exam if they apply to the instructor within one week, at the latest, after the date of the exam unattended with a legitimate, documented, excuse. **Make-up exams will be essay type.**

Case presentation, case quizzes and report

Students are expected to critically read a total of eight to ten cases from Martin J. Gannon's "Understanding Global Cultures" (3rd and 4th editions) and take a quiz on each on the day of case presentation. Each case will be presented by a group of students (group size depending on class size). Each group will have about 40 minutes for presentation and about 20 minutes for discussion. The group should briefly summarize the characteristics of the culture as explained in Gannon's book and focus on the business conduct in the culture. The group is expected to do its own research as well as use the concepts discussed in the course and present its findings and interpretations on specific business practices in the culture. Cases/dates will be allocated on a first-come first-served basis. The case not presented will be graded with zero. **Students should follow the case guide available at odtuclass.**

Case quizzes will be given before the presentation at the beginning of class. **Latecomers cannot take quizzes. Students not attending presentations after quizzes will get zero from quizzes. Please note that quizzes are an exam;** side conversations during quizzes, not stopping writing when instructed, or any other attempt to cheat will result in zero mark without warning. In quizzes, **students are required to use a pen, not pencil, and not to change their answers once marked. Changed answers will be given zero. There is no make-up for case quizzes.**

There will be a group report to submit before the presentation, only on the cases that a group will present. The group will lose 1 point for each day of late submission. This report will be 3 pages (excluding cover page and references). It 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. Please set all page margins to 1 inch (or 2.5 cm). References in an appropriate format should be provided if used (AOM or APA style). In this report will be the details of how the group has prepared for the presentation and discussion, division of labor, day-to-day group activities, attendance to group meetings, plans about the use of time, and so on. **Please also send the group presentation (powerpoint etc.) to ctopal@metu.edu.tr before the presentation date.**

All group members should be involved in the group work. The members will get the group mark if they all agree that all members put at least fair amount of effort into the group work. In order to determine

that the members put enough effort, all members are required to fill in a peer evaluation form, which should be submitted before the last day of classes; **failure to submit the form timely will result in loss of points from the group mark. Please name the peer evaluation form with your name and surname like cagritopal.doc.** The form 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 5 points subtracted from the group mark. If a member's average is below 1.5 (close to almost nonexistent), s/he will lose 10 points subtracted from the group mark.

Participation

It is important that students listen to the recorded lecture on the assigned chapter available at odtuclass. **There will be no lecture in class; students are required to listen to the lecture before the session.** In each lecture, there are a number of questions to discuss. Students are supposed to look at the questions first, listen to the lecture then, and develop answers for the questions. This is to prepare for the participation session, in which the instructor will guide a discussion on a number of questions and relevant short cases. In the session, students will share their answers with the instructor and other students and discuss the points raised by others. They will form groups to further develop their ideas and submit a written group answer. **If a group includes the name of an absent student on the answer sheet, group members will lose their all participation marks and the instructor will consider forwarding the case to the attention of the disciplinary committee.** Students can also ask questions and provide comments on the chapter. 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.**

Lecture quizzes

Lecture quizzes (different from case quizzes) will complement midterms to measure students' conceptual knowledge as well as encourage participation. They will cover the material in the assigned chapter. Please note that **lecture quizzes are an exam;** side conversations during quizzes, not stopping writing when instructed, or any other attempt to cheat will not be tolerated, **resulting in a zero mark without warning.** In quizzes, **students are required to use a pen, not pencil, and not to change their answers once written. Changed answers will be given zero.** **There is no make-up for lecture quizzes.**

Student disabilities

Any student, who 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 Izdemir 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, please see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

Metu honor code

Every member of the 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 offline or online course settings 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 late. They should also not leave sessions unless there is emergency.** Note that participation is important in grading. Students must be in class to participate. Giving credit to those students being late or leaving classroom or taking a long break during participation sessions is unfair to those students not doing so. Late arrivals and frequent breaks also create disturbances. Thus, this is not simply a matter of respect. Rather, this is about fairness.

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 important dates at: <https://oidb.metu.edu.tr/en/academic-calendar>

Tentative Course Schedule			
Month	Day	Topic/Reading	CSLO
February	16	Introduction	1-2-3-4-5-6
	18	Culture Organizational culture	1-5-6
	23	Globalization	1-5-6
	25	Worldview and religion	1-5-6
March	2	Cross-cultural management dimensions-1	1-5-6
	4	Cross-cultural management dimensions-2	1-5-6
	9	Communication and nonverbal communication-1	2-5-6
	11	Communication and nonverbal communication-2	2-5-6
	16	Theories of intercultural communication	2-5-6
	18	Midterm-1	1-2-5
	20	Religious Holiday, End of Ramadan, No class	
	23	Leadership across cultures	3-5-6
	25	Motivating across cultures	3-5-6
April	30	Cross-cultural negotiation and conflict	3-5-6
	1	International human resource management	3-5-6
	6	Global business ethics	4-5-6
	8	Midterm-2	3-4-5
	13	Case presentation: Germany	1-2-3-4-5-6
	15	Case presentation: Japan	1-2-3-4-5-6
	20	Case presentation: Brazil	1-2-3-4-5-6
	22	Case presentation: China	1-2-3-4-5-6
	23	National Holiday, National Sovereignty Day, No class	
May	27	Case presentation: Saudi Arabia	1-2-3-4-5-6
	29	Case presentation: Russia	1-2-3-4-5-6
	1	National Holiday, Labor Day, No class	
	4	Case presentation: India	1-2-3-4-5-6
	6	Case presentation: France	1-2-3-4-5-6
	11	Case presentation: Italy	1-2-3-4-5-6
	13	Case presentation: Spain	1-2-3-4-5-6
	18	Holiday eve, No class	
	19	National Holiday, Commemoration of Atatürk Day, No class	
	20	Review	1-2-3-4-5-6
	25	Religious Holiday, End of Ramadan, No class	
	27	Religious Holiday, End of Ramadan, No class	