Overview
This course will focus on national (or organizational) culture in the context of your internship or student experience and beyond. In particular, we will investigate how cultures differ along several dimensions, and how you can identify areas of good and bad fit between a previous culture and the culture in which you now work or study. I will present information on how to classify any culture, how cultural attributes influence organizations and work expectations, and how workers can manage the adjustment to the workplace or academy in non-native cultures. The online class lecture (webinar) will provide you a formal way to analyze how you approach work assignments across cultures and managing cross-cultural teams. At our required class meeting we will have a discussion regarding your cross-cultural (e.g., internship or student) experiences, both in general and with a specific focus on cross-cultural challenges. We will also take time to analyze a cross-cultural business case, and to view presentations by your fellow students (see section on Grading and Required Assignments).

Course Objectives
The course is designed to meet two primary objectives. The first is to provide you with an organizing framework for the analysis of culture and its effects on organizations. With this in mind you should complete the course with the ability to identify where a particular nation falls within this classification scheme, whether a particular organizational culture reflects national culture, and how to best navigate work and work relationships in unfamiliar cultures.

The second objective is to understand your own strengths and weaknesses with respect to cultural (and organizational) fit, in which areas you may need to make accommodations to other cultures, and in which areas you may need to operate in a manner consistent with your native culture. You should be able to identify potential cultural pitfalls and turn these to your advantage.

In addition to the lecture and required meeting, I will assign readings from a textbook and several practitioner-oriented periodicals. The lecture materials and readings should be incorporated into the course assignments as a way to organize thought about your cross-cultural experiences, specifically as those experiences relate to culture.

Readings
Required readings consist of one book (students are expected to purchase this text—or borrow a copy—and **read chapters 5-8 by the time we meet on April 19th**) as well as several articles (available on Canvas).

**Book:**

**Articles:**
Course Requirements

1. Attendance and Participation (50% of final grade)
   - You must attend the final class meeting.
     To make this concrete: you must attend the final meeting or you will not pass the class.
   - No excuses will be accepted if you do not attend. By registering for this course, you acknowledge that failure to attend the final course meeting for any reason will result in an F. (No accommodation will be made for illnesses, interviews, family obligations, once-in-a-lifetime opportunities or other classes).
   - The initial course lecture will be available as a webinar on Canvas. You must watch the webinar in its entirety.
   - Please be prepared to share quality contributions and insights at our meeting. Comments that analyze your experiences by applying the frameworks we develop are valuable.
   - Participation also refers to incorporation of lecture materials into your papers. I expect that you will demonstrate that you have viewed the webinar by incorporating lecture material into your journals and final paper. Similarly, I expect that information from the readings will make its way into your written work.
   - To sum up, by registering for the course, you have agreed to watch the webinar, read the course material and attend our final discussion meeting.

2. Journal Entries (25% of final grade)
   Written reflection helps in drawing lessons from experience. You will have to submit journal entries for this course (you may select from a list of 9 possible topics, see last page). Each entry must be 1-2 pages long (double-spaced). A description of each journal assignment is provided below. Submit journal entries via digital drop boxes on Canvas (please label files with your name and the topic title). With respect to timing of your journal submissions, I suggest that you tackle one journal entry at a time and submit your short papers at regular intervals. The number of required journal entries depends on the grade for which you hope to qualify. See table below. Journals are due by our final class meeting. [If you are taking the course for a second time, please contact Professor Wallen regarding your journal assignment.]

3. Final Paper and Presentation (25% of final grade)
   Students who wish to attempt a grade of P or higher should submit a report describing recommended practices for doing business in a different culture. Your paper must be 5-6 pages (double-spaced). The paper should address one of the following topics:

   Option 1:
   Identify a country (other than the United States) in which you plan to work or do business in the future. After doing appropriate research, construct a report describing business customs and practices in that country. Your task is to prepare a non-native businessperson to act appropriately in one or more business situations (e.g., an office meeting, a project proposal, a negotiation, a dinner meeting, an interview). Be sure to take into account both the cultural practices of this country and the cultural practices of the person for whom you are writing the report (you may be attempting to train a Latin American to do business in China, for example, so you would want to account for typical Latin American business practices when describing how the Latin American should conduct him/herself in China). You should incorporate lecture/webinar material as well as material from the text into the paper.
Option 2:
As someone who has had the opportunity to study or work in the United States, you are uniquely positioned to help a colleague from your home culture to adjust to culture in the U.S. Identify some of the cultural assumptions, norms and behaviors that may be prevalent in your home culture, and contrast these with the assumptions, norms and behaviors that are typical within the United States. Your job is to make the transition from your home culture to the U.S. culture as smooth as possible for your colleague. You should incorporate lecture/webinar material as well as material from the text into the paper.
All papers must be submitted via Canvas drop box one week after our final meeting.

Grading and Required Assignments
Your final class grade will depend on two factors: the amount of work you submit and the quality of the work you submit. The table below lists the minimum assignments you must complete to qualify for a particular grade. Whether or not you actually receive a particular grade depends on the quality of your work.

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<tr>
<th>Attempted Grade</th>
<th>Journals</th>
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Group Presentation at Final Meeting: If you wish to qualify for an H, you must form a group with three other students. Your presentation will take the form of a “how-to” and “why” regarding business practices and customs in another culture. The presentation should be 10 minutes or less, and you should appear in business casual attire at a minimum. You should prepare slides or handouts, as appropriate, and be prepared to distribute to the class. Please contact Professor Wallen by April 1st to inform him who is in your group and to discuss this presentation. Journal Topics (submit entries from the options below)

Journal Topics (submit entries from the options below)

1. Cultural Assumptions
   Think about the assumptions your home culture makes about the world, specifically related to business. How have these assumptions been challenged in the context of your current internship or study experience?

2. Culture-Job Fit
   The requirements of certain jobs/tasks may change across cultures. How might your current position or course of study have changed had it occurred in your native country?
3. **The Individual and the Team**
Cultures differ regarding the extent to which the individual is emphasized vs. the team. Think about how work, credit, responsibility, etc. have been allocated on your current assignment. How much of this allocation is due to the national culture vs. the corporate culture? Is this a comfortable fit for you? Why or why not?

4. **Power Dynamics**
Cultures have different attitudes toward power relationships, and these attitudes mirror organizational structures in certain ways. Does the organization for which you currently work (or in which you currently study) have a vertical (hierarchical) or horizontal (egalitarian) structure, specifically as it relates to your experience? Is this structure in sync with your home culture’s views on power? With the views of the culture in which this organization is based?

5. **The Individual within the Culture**
Cultural differences generally describe the “average” member of a given culture, yet people vary widely within cultures. Where do you fall in the distribution for certain key cultural attributes/assumptions? If you see yourself as extreme in some way, has this helped or hurt your comfort and performance in your current position?

6. **The Cultural Iceberg**
If, as we will discuss, behaviors and institutions constitute the observable effects of a given culture, how are the behaviors that you have observed affected by underlying values, beliefs, and norms? By underlying assumptions? Is this more the product of the national culture or the particular organization in which you are working/studying?

7. **Self-awareness and Culture**
As part of the core Leadership course, you were given a 360-degree feedback report. Many of you met with an external leadership coach to discuss action steps to address issues described in that report. Do you think the data in that report were influenced by your “home” culture or the culture of your raters? Perhaps the interaction of the two? How might your action plan change as a function of the culture in which you are working or studying?

8. **Changing Cultural Lenses**
How has your perspective on your host culture changed as a function of working or studying in that culture? Which preconceptions have changed? Have you gained any new insights with respect to your native culture as a result of this experience?

9. **Managing Culturally Diverse Teams**
Diversity, including cultural diversity, can affect the way teams work together. Think about a team you might be part of currently (e.g., in your internship, your CBS learning team) and describe whether or not you think it is culturally diverse. Is this a good or bad thing (or more to the point, when is this a good thing and when might it be a bad thing)? If you had the ability to create teams in the workplace (both
teams that you would manage and teams on which you would work), would you want culturally diverse teams? Why or why not?