



MOS2220F 570
Cross-Cultural Commercial Relationships
Fall 2026

Instructor: Anna Sycheva, PhD
Email: asycheva@uwo.ca

Course Information

Mode of Instruction: In-Person

Calendar Description:

An introduction to intercultural relations for future managers and trade negotiators in a global work environment. Participants will learn the differences in thinking, communicating and behaving in different cultures, particularly as related to commercial enterprise. The course offers opportunities for students to develop their communication skills in cross-cultural situations.

Pre-requisite(s): Enrollment in MOS and Management and Organizational Studies 2181A/B, or permission of the School.

Extra Information: 3 seminar hours.

Course Weight: 0.50

Breadth: Category A

Subject Code: MOS

Notice: Unless you have either the requisites for this course (fulfilment of pre-requisites, no anti-requisite conflicts), or special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.



MOS 2220F (570)

Fall 2026

Cross-Cultural Commercial Relations

Professor: Dr. Anna Sycheva
Email: asycheva@uwo.ca
Office Hours: Friday at 2:30–3:30pm
Office #: Zoom

Course Description

An introduction to intercultural relations for future managers in a global work environment. Participants will learn key frameworks for analyzing different cultures, organizational contexts and specific workplace situations that emerge in a global commercial arena. The course offers opportunities for students to develop critical self-awareness, as well as analytical and critical thinking skills in cross-cultural environments.

Mode of Instruction: In-person

Learning Outcomes

By the end of the course, students will be able to:

1. Appreciate complexity of global commercial relations and business implications of cultural differences.
2. Describe key concepts and frameworks that apply to the domain of cross-cultural management.
3. Competently discern appropriate sources of cultural knowledge for a given managerial situation.
4. Diagnose global management issues to determine cultural, organizational and situational root causes.
5. Critically assess cross-cultural communication, management, leadership and negotiation practices of global managers in light of strategic goals and cultural fit.
6. Apply course concepts and frameworks to offer effective adaptations in the cross-cultural context.

Course Materials

Textbook: Steers, R. M., Osland, J. S., Szukdlarek, B, (2023). *Management across cultures: Challenges, Strategies, and Skills* (5th ed). Cambridge: Cambridge University Press.

The textbook costs \$72 and is available through the [publisher's website](#). Students are welcome to purchase second-hand or earlier editions of this textbook.

Cases: Lane, H.W., Sondergaard, M., Wesley, D. (2008). *Arla Foods and the Cartoon Crisis (A)*. Northeastern University. Access at <https://www.iveycases.com> (Product Number: 9B08M005)

Additionally, students will be assigned one case to work on in a team. These cases cost around \$10 and will be determined based on a random draw in class.

Brightspace: I will post the syllabus, additional course assignments, announcements, and grades on Brightspace. It is your responsibility to ensure that you have the most up-to-date version of the syllabus and all other course information by visiting Brightspace on a regular basis.

Course Expectations and Policies

This course has a strong emphasis on developing your **critical thinking** and analytical skills around organizational behaviour topics. I will challenge you to go beyond the lecture materials and use your reasoning and judgment in class discussions and assignments. It is your responsibility to prepare for each class by (1) completing all readings and assignments BEFORE class (2) thinking critically about the issues raised in the readings, and (3) preparing informed reflections to share in class.

Plagiarism (presenting someone else's work as your own) is a serious scholastic offense that is not tolerated at King's College. Students may not pay for consultation or advice in the preparation of the assigned projects or collaborate with anyone on individual assignments. Students may not copy content from other authors/sources without acknowledgment. Students may not submit their own written work that has already been submitted elsewhere (self-plagiarism).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system.

In this course, generative AI tools are permitted exclusively for research purposes. If AI is used students must acknowledge use and state how the tool was used. Be warned that content generated by AI for assignments in this course, while coherent on the surface, is usually misaligned with the ideas and approaches studied in class. *The assignments will be graded based on the students' application of material covered in class, not just any concepts/theories.* Further, to establish fulfillment of learning objectives, the instructor reserves the right to challenge you on the written submission by means of an oral defense of the essay.

Course content created by a faculty member is considered the faculty member's intellectual property; it should not be distributed, shared in any public domain, or sold by a student or other third party without prior written consent of the faculty member.

Student Evaluation

Your evaluation will be based on three (3) individual components and three (3) team components. Each evaluation component is explained in detail below.

Individual Attendance & Class Participation	20%	two classes with lowest score dropped
Individual Experiential Learning Reflection	10%	due Thursday, Oct 1 at 11:59pm
Team Country Profile Presentation	10%	in class on Friday, Oct 23
Team Learning Reflection	10%	due Thursday, Nov 5 at 11:59pm
Team Case Presentation	20%	in class on Friday, Nov 20 & Nov 27
Individual Final Exam	30%	during December exam period

INDIVIDUAL ATTENDANCE (10%) & CLASS PARTICIPATION (10%) = 20%

Students are expected to attend classes and contribute to their own learning and that of their fellow students by taking an active part in class discussions: asking questions pertinent to the topic, volunteering opinions, and offering input into class activities and exercises. You will find my classes very interactive and structured in the spirit of co-creation. It is my firm belief that most learning occurs through active engagement with the material and in-class participation. Accordingly, 10% of your course grade is based on attendance and another 10% based on quality and consistency of your in-class contributions. You will receive feedback on this course component at half-term.

Missed Classes. When you're not in class you miss the course material and/or instructions for your course assignments. Therefore, to make up for any missed classes you should review lecture slides and other materials discussed in class (posted on Brightspace for each class), as well as collect notes from your classmates and team members who were in attendance. Furthermore, frequent class absences may hurt your attendance and participation score. I begin tracking your attendance and participation *after the last day to add a half course* and assign a score to each student in every class of the term. Please note that I will exclude two (2) classes with the lowest participation score (including scores of zero for missed classes) when calculating your total participation mark for the course. I'll do it for all students automatically, **no need to email me or provide any documentation/explanations**. Requests for academic considerations of absences beyond two classes will be denied due to this built-in flexibility.

INDIVIDUAL EXPERIENTIAL LEARNING REFLECTION – 10%

You will select a personal culture adaptation challenge from the options provided in class on September 18 and will begin your chosen challenge on the same day. For one week, you will adopt a culture norm that is foreign to you and will write a reflection on your experience. The details and specific guidelines for this assignment will be elaborated in class.

Formatting. Maximum length – 2 pages. No title page, instead include your name and student number at the top of page one. Use letter sized paper (8.5 X 11 inches); font Times New Roman, 12 pt.; margins one inch (2.5 cm); double spaced. Submit your reflection paper as a Word document via Brightspace Assessments by the due date indicated in the class schedule below.

Late assignments. Students will have 72 hours after the due date to submit this assignment without penalty. If a student misses the late deadline, a mark of 0 will be automatically applied to this assignment. Requests for additional academic considerations will be denied due to this built-in flexibility with submission deadline.

TEAM COUNTRY PROFILE PRESENTATION – 10%

I will assign you to a team of approximately 4-6 people (depending on class size) early in the term. You will be given the opportunity to meet and work with your team members during in-class exercises. Your first marked assignment with your teammates involves preparing a profile of a foreign country using the structure and resources provided by your instructor during the three classes on Sep 25, Oct 2, and Oct 9. You will then present your country profile as a team during class on October 23.

Presentations (about 10 minutes in length) will be done using PowerPoint and followed by a brief Q&A session. You should make all efforts to engage ALL team members in the preparation and presentation of your country profile, as well as in handling the Q&A. All members of your team will be assigned the same mark. Your PowerPoint presentation slides should be submitted in Brightspace by 11:59pm the day before your presentation (one submission per team).

Individual contributions policy. As a team deliverable, this assignment requires sustained, distributed effort over an extended period: Teams are expected to collaborate on this assignment for over three weeks prior to the deadline, allowing members to contribute at different times within that window. Therefore, the unavailability of any individual team member on a particular day(s) does not justify a missed deadline, nor does it warrant extensions or marking exceptions for that member. If a student fails to contribute to the team deliverable, a mark of 0 will be automatically applied to this assignment. In the event that a team member(s) is unable to attend the scheduled presentation, the instructor will allow the absent team member to share in the team presentation mark if the team agrees the absent member's contributions have been fair up to the presentation date. Otherwise, the presentation mark for the absent team member will be zero. Requests for academic considerations will be denied due to this built-in flexibility with the timing of individual contributions.

TEAM LEARNING REFLECTION – 10%

Following the team learning experience of constructing country profiles, teams will be guided through a structured reflection. Relying on material from the lecture on Global Teams (Ch.10), each team will produce a 'lessons learned' document following the guidelines elaborated in class by the instructor. You should make all efforts to engage ALL team members in the preparation and presentation of your paper, as well as in handling the Q&A. All members of your team will be assigned the same mark.

Formatting. Maximum length – 2 pages. No title page, instead include your name and student number at the top of page one. Use letter sized paper (8.5 X 11 inches); font Times New Roman, 12 pt.; margins one inch (2.5 cm); double spaced. Submit your reflection paper as a Word document via Brightspace Assessments by the due date indicated in the class schedule below.

Late assignments. Teams will have 72 hours after the due date to submit this assignment without penalty. If a team misses the late deadline, a mark of 0 will be automatically applied to this assignment.

Individual contributions policy. As a team deliverable, this assignment requires sustained, distributed effort over an extended period: Teams are expected to collaborate on this assignment for a week prior to the deadline, allowing members to contribute at different times within that window. Therefore, the unavailability of any individual team member on a particular day(s) does not justify a missed deadline, nor does it warrant extensions or marking exceptions for that member. If a student fails to contribute to the team deliverable, a mark of 0 will be automatically applied to this assignment. Requests for academic considerations will be denied due to this built-in flexibility with the timing of individual contributions.

TEAM PRESENTATION – 20% (15% PRESENTATION + 5% INDIVIDUAL CONTRIBUTION)

Teams will select case studies related to Chapters 6, 8, and 9 based on the random draw in class. Presentations will be held during class date (see the class schedule below) and follow the guidelines elaborated in class by the instructor.

Each team will have 20 minutes to present their case analysis, followed by a brief question period. You should make all efforts to engage ALL team members in the presentation, as well as in handling the Q&A. All members of your team will be assigned the same mark. Your PowerPoint presentation slides should be submitted in Brightspace by 11:59pm the day before your presentation (one submission per team).

In addition to this team deliverable, each student will be evaluated by their teammates with respect to individual contributions to the shared case analysis and presentation. This evaluation component encourages participation in team effort in a fair way and being a collaborative team player. This peer assessment mirrors real-world workplace practices, where colleagues provide feedback on one another's contributions. In many organizations, this type of 360-degree feedback informs employees' performance reviews, professional development and compensation decisions. In keeping with this professional practice, each student will receive their own mark equal to 5% of the course grade based on this peer assessment.

Individual contributions policy. As a team deliverable, this assignment requires sustained, distributed effort over an extended period: Teams are expected to collaborate on this assignment for over three weeks prior to the deadline, allowing members to contribute at different times within that window. Therefore, the unavailability of any individual team member on a particular day(s) does not justify a missed deadline, nor does it warrant extensions or marking exceptions for that member. If a student fails to contribute to the team deliverable, a mark of 0 will be automatically applied to this assignment. In the event that a team member(s) is unable to attend the scheduled presentation, the instructor will allow the absent team member to share in the team presentation mark if the team agrees the absent member's contributions have been fair up to the presentation date. Otherwise, the presentation mark for the absent team member will be zero. Requests for academic considerations will be denied due to this built-in flexibility with the timing of individual contributions.

INDIVIDUAL FINAL EXAM – 30%

The exam will be a comprehensive case study. You will be expected to use the concepts learned in the course to answer the exam questions. Sample exams will be shared for practice by the instructor to help with your exam preparations. Additional guidelines, specific study topics, and cheat sheet information will be elaborated in class.

The date can be found in the exam schedule once it is published by the Registrar.

If you miss the Final Exam, please request academic consideration as soon as you are able to do so. The Academic Dean's Office will assess your eligibility to take the Special Examination (the name given by the University to a make-up Final Exam). The Exam Office centrally runs formal Special Exam Days. The designated Special Exam Days for Fall course of the 2026-27 academic year are January 8 and 9, 2027. As of September 1, 2026, for any Special Exams booked outside of the designated special exam days, students will incur a fee of \$75.00.

MOS2220F (570) Class Schedule
(Watch Brightspace for any changes)

Friday, September 11 – Course Intro

- Review course syllabus posted on Brightspace. Bring any questions about the course to first class.
- Skim Steers & Osland, Chapters 1&2

Friday, September 18 – Culture and the Self

- Read Steers & Osland, Chapter 11
- We will do an individual self-awareness exercise (bring your laptops!)
- We will select individual adaptation challenges and review instructions for your week-long experiential learning activity. ***Experiential Learning Activity begins today during class (be in attendance!)***

Friday, September 25 – Dimensions of Culture

- Read Steers & Osland, Chapter 3
- Watch the *Shenzhen – Silicon Valley of Hardware* video case and complete the accompanying case worksheet (both posted on Brightspace). – Be prepared to share your analysis in class.
- I will announce teams for the remainder of the term (including team presentations). You will begin the in-class team activity *Constructing country profiles* (bring your laptops!)

Friday, October 2 – Cultural Complexities

- **EXPERIENTIAL LEARNING REFLECTION IS DUE BY 11:59PM ON THURSDAY, OCTOBER 1**
- Read two articles posted on Brightspace
- We will do an in-class self-awareness exercise (bring your laptops!)
- You will continue the in-class team activity *Constructing country profiles* (bring your laptops!)

Friday, October 9 – Organizational & Situational Environments

- Read Steers & Osland, Chapter 4 + Chapter 5, only pp.138-141
- Read the *Walmart's Expansion to Germany* case and complete the accompanying case worksheet (both posted on Brightspace). – Be prepared to share your analysis in class.
- You will finalize the in-class team activity *Constructing country profiles* (bring your laptops!)

October 10-18 – NO CLASSES – Happy Reading Week!

Friday, October 23 – Country Profiles Team Presentations

- SUBMIT COUNTRY PROFILE POWERPOINT SLIDES IN BRIGHTSPACE BY 11:59PM ON THURSDAY, OCTOBER 22

Friday, October 30 – Global Teams

- Read Steers & Osland, Chapter 10
- We will review instructions for your team learning reflection.

Friday, November 6 – Cross-Cultural Communication

- **TEAM LEARNING REFLECTION IS DUE BY 11:59PM ON THURSDAY, NOVEMBER 5**
- Read Steers & Osland, Chapter 7
- Read the case *Arla Foods and the Cartoon Crisis (A)* and complete the accompanying case worksheet posted on Brightspace. – Be prepared to share your analysis in class.
- ***We'll do a random draw of cases for team presentations!***

Friday, November 13 – Team Project Development Session

- I will review additional guidelines for Team Presentations
- I will offer consultations to each team on their case as teams work on their final presentations in class

Friday, November 20 – Global Leadership & Managerial Ethics

- Read Steers & Osland, Chapter 6&8
- **TEAM CASE PRESENTATIONS & DISCUSSION** – SUBMIT CASE PRESENTATION POWERPOINT SLIDES IN BRIGHTSPACE BY 11:59PM ON THURSDAY, NOVEMBER 19

Friday, November 27 – Managerial Ethics (cont.) & Global Partnerships & Negotiations

- Read Steers & Osland, Chapter 8 &9
- **TEAM CASE PRESENTATIONS & DISCUSSION** – SUBMIT CASE PRESENTATION POWERPOINT SLIDES IN BRIGHTSPACE BY 11:59PM ON THURSDAY, NOVEMBER 26

Friday, December 4 – Lessons Learned, Review & Consultations for Exam

KING'S UNIVERSITY COLLEGE

GENERAL COURSE POLICIES

2026-2027

1. Academic Accommodations, Consideration for Absences

Academic Accommodation (Accessibility)

Accessibility Services works to ensure that academic programs are accessible to all students, and supports students who may have a condition related to, but not limited to, vision, hearing, mobility, different ways of learning, mental health, chronic illnesses, chronic pain, autism spectrum disorder, ADD/ADHD, and temporary conditions (beyond short-term academic consideration). Accessibility Services provides recommendations for accommodation based on medical documentation or psychological and cognitive assessment. The accommodation policy can be found [here](#) Academic Accommodation for Students with Disabilities. Information on Accessibility Services at King's can be found [here](#).

Academic Consideration for Student Absence

If a student is unable to meet a course requirement due to substantial but temporary extenuating circumstances (medical or compassionate), they should follow the procedures below.

In some cases, where instructors have built flexibility into their assessments, this flexibility will already address consideration needs.

Requests for academic consideration should be directed to the Academic Advising Office of your faculty/college of registration. Requests must be made as soon as possible and no later than 48 hours after the missed assessment.

As a rule, documentation is required for academic consideration. For academic consideration requests on medical grounds, the Student Medical Certificate is available at <https://registrar.uwo.ca/academics/pdfs/student-medical-certificate.pdf>

Students are permitted one academic consideration request without supporting documentation per term per course.

Instructors may designate one assessment per half-course weight as requiring formal supporting documentation. Please refer to the course outline for each course.

For further information, please see:

https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

Absences from Final Examinations

If you miss the Final Exam, contact the Academic Advising Office of your faculty/college of registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup Final Exam).

You may also be eligible to write the Special Exam if you are in a “Multiple Exam Situation” (e.g., more than 2 exams in 23-hour period, or more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details (under Special Examinations).

Religious Accommodation

Students should consult the University's list of recognized religious holidays, and should give notice in writing to the instructor and Academic Advising Office if a course requirement will be affected by a religious holiday/observance. Notice must be given as early as possible, and no later than two weeks prior to an examination, and one week prior to a midterm test date. It is the responsibility of such students to inform themselves concerning the work done in classes from which they are absent and to take appropriate action.

2. Support Services

Accessibility, Counselling and Student Development at King's University College:

<https://kings.uwo.ca/community/library/services/accessibility/>

Students experiencing emotional or mental health distress can access services at King's University College: <https://kings.uwo.ca/campus-life/student-supports/>

Good2talk is a good online and phone 24/7 resource for students and is available in English, Mandarin, and French: <https://good2talk.ca>, 1-866-925-5454

MentalHealth@Western provides a complete list of options about how to obtain help:

<https://www.uwo.ca/health/mental-health/index.html>

Academic Support Services at King's University College:

<https://www.kings.uwo.ca/current-students/academic-resources/>

GBSV Support:

King's (Western) is committed to reducing incidents of gender-based sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website:

Mental Health and Wellness at King's - King's University College

You can reach someone supports at Kings by emailing Care@kings.uwo.ca or calling 519-930-4640 to reach a social worker who can offer help.

You can also reach Western's Gender-Based Violence & Survivor Support Case Manager by email or by calling 519-661-3568.

You can reach someone supports at Kings by emailing Care@kings.uwo.ca or calling 519-930-4640 to reach a social worker who can offer help.

3. Statement on Use of Electronic Devices

Use of Electronic Devices: Unless explicitly stated otherwise, you are not allowed to have a cell phone, or any other electronic device, with you during tests or examinations. Unauthorized possession of such a device during a test or examination constitutes an academic offence.

Use of Laptops, Tablets, and Smartphones in the Classroom: King's University College at Western University acknowledges the integration of new technologies and learning methods into the curriculum. The use of electronic devices such as laptop computers, tablets, or smartphones can contribute to student engagement and effective learning. At the same time, King's recognizes that instructors and students share jointly the responsibility to establish and maintain a respectful classroom environment conducive to learning.

The use of electronic devices by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Students found to be using electronic devices for purposes not directly related to the class may be subject to sanctions under the Student Code of Conduct; see https://kings.uwo.ca/sites/2025/assets/files/about/governance/policies/board/Board%20Policy%203_1%20Code%20of%20Student%20Responsibilities%20and%20Conduct.pdf

Inappropriate use of electronics (e.g., laptops, tablets, smartphones) during lectures, seminars, labs, etc., creates a significant disruption. As a consequence, instructors may choose to limit the use of electronic devices in these settings. In addition, in order to provide a safe classroom environment, students attending in-person class sessions are strongly advised to operate laptops with batteries rather than power cords.

4. Statement on Academic Offences

King's is committed to academic integrity. Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, is posted at https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_offences.pdf

It is expected that students will submit work that is truly their own, completed without external assistance (human or artificial) except as explicitly permitted by the course instructor. Check with your instructor on what tools, including generative AI (ChatGPT, translation tools, grammar-checking tools) are permitted in the course. Because a tool is permitted in one course, that does not mean it is permitted in other courses.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system; see <https://elearningtoolkit.uwo.ca/tools/Originality Reports - TurnItIn.html>.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

5. Copyright of Course Material

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Unauthorized sharing of class content is subject to academic discipline.

Similarly, students own copyright in their own original papers and exam essays. If a faculty member wishes to post a student's answers or papers on the course website, they should ask for the student's written permission.

6. Use of Recordings

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation and/or the participant has the prior written permission of the instructor. Unauthorized recording and/or sharing of class content is subject to academic discipline.

7. Policy on Attendance

Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean of the Faculty offering the course, after due warning has been given. On the recommendation of the department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course.