

COIL Assignment - Understanding Cultural Differences Across Countries

Background

Geert Hofstede developed the Cultural Dimensions Framework to understand the differences in culture across countries and to discern the ways that business is conducted across various countries. In other words, the objectives of the framework is to assess the impact of different cultures on a business setting. By comparing the values of 372 managers from 40 nations in a multinational organization, he identified “cultural clusters” from their responses. Hofstede’s work has become a foundation for the study of cross-cultural characteristics. This COIL (Collaborative Online International Learning (COIL) exercise is derived from Hofstede’s five cultural dimensions which include the following: power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, and time orientation. Each of these dimensions has an opposite, creating “high” and “low” polar positions (see Table 1 for brief definitions of each dimension).

TABLE 1
Hofstede’s Five Dimensions of Culture

<i>Dimension</i>	<i>Definition</i>
Power distance (high versus low)	Amount of perceived power differential between authority figures and subordinates.
Individualism (versus collectivism)	Degree to which personal needs are valued over the needs of the group.
Masculinity (versus femininity)	Tough values such as competition and achievement, versus tender values such as interpersonal relationships and care for others.
Uncertainty avoidance (high versus low)	Degree of comfort one has with ambiguous or risky situations, versus situations in which the outcome is assured.
Long-term orientation (versus short-term orientation)	Refers to orientation toward savings, thrift, and future plans versus a need for immediate gratification.

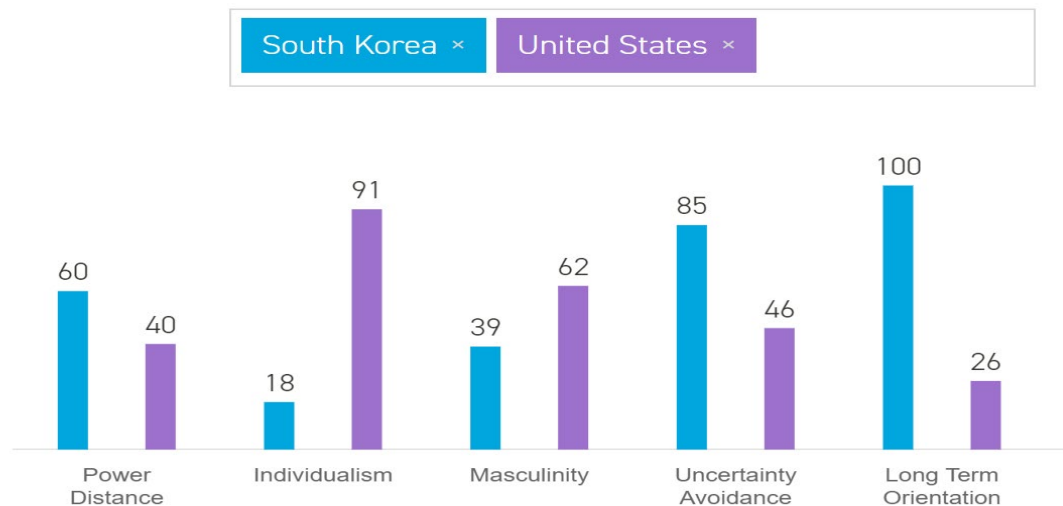
Note: Adapted from Hofstede (1980, 2001).

Source: Blanton & Barbuto in Journal of Management Education 29 (2005)

Purpose of the Exercise

This exercise is designed to engage student groups in two different countries (U.S. and South Korea) to examine Hofstede's five cultural dimensions and understand its business implications through discussion across borders. The two countries show many differences across five Hofstede dimensions (see Figure 1 below).

Figure 1



Source: Hofstede Insights (hofstede-insights.com)

Preparation For Exercise

First, students will visit the Hofstede Country Comparison webpages, and gain background information on the two countries. [Country Comparison - Hofstede Insights \(hofstede-insights.com\)](https://hofstede-insights.com). The two countries show huge differences in Individualism (vs. Collectivism) and Long term (vs. short-term orientation).

Due Dates

Assignment 1: March 26th

Assignment 2: April 4th

Class Schedule: Spring, 2021*

Session	Date	Topics	Readings	Individual Deliverables (Due)	Team Deliverables (Due)
Session 1	27-Jan	Introduction and Course Overview	Syllabus		Team sign-up (in-class)
Session 2	3-Feb	Globalization and International Business	LN	Video CM (2/5)	Topic selection (In-class) Global Expansion Analysis Part 1.1. (2/14)
Session 3	10-Feb	International Trade Theory and Foreign Direct Investment	LN		Global Expansion Analysis Part 1.2. (2/21)
Session 4	17-Feb	External Macro Environment	LN CP: Netflix	CM#1: (2/19)	Global Expansion Analysis Part 2.1. (3/7)
Session 5	24-Feb	Industry Environment I	LN		
Session 6	3-Mar	Industry Environment II	LN CP: Netflix	CM#2: (3/5)	Global Expansion Analysis Part 2.2. (3/21)
Session 7	10-Mar	Mid-term Quiz		(Due by 3/10)	
Session 8	24-Mar	Going Global I	LN CP: Netflix	CM#3: (3/26) G:COIL 1 st Assignment (3/26)	Global Expansion Analysis Part 2.3. (4/4)
Session 9	31-Mar	Going Global II	LN CP: Baltic Beverages	CM#4: (4/2) G:COIL 2 nd Assignment (4/2)	Global Expansion Analysis Part 2.4. (4/11)
Session 10	7-Apr	Global Expansion Team Project Day I			
Session 11	14-Apr	Global Strategies and Structure	LN CP: BRL Hardy	CM#5: (4/16)	Global Expansion Analysis Part 3.1. (4/18)
Session 12	21-Apr	Corporate Social Responsibility and Business Ethics	LN CP: IKEA	CM#6: (4/23)	Global Expansion Analysis Part 3.2. (4/25)
Session 13	28-Apr	Global Expansion Team Project Day II			Global Expansion Analysis Part 4.
Session 14	5-May	Global Expansion Project Presentation Course Wrap-up & Final Exam Review			Global Expansion Project Full Paper (5/2) Presentation Slides (5/4)
Session 15	12-May	Final Quiz	CP: Amazon (Both will be due by 5/12)		Peer Evaluation (5/12)

* Note: 1. "LN", "CP", and "CM" represents a lecture notes, a coursepack, and an individual case memo. "G" means Google doc link for the COIL assignments.

Students who actively participate in the discussion (questions & response) will receive 10 points of extra credits at the end of semester.

2. ADD/DROP Period ends January 27th. The last day to withdraw from any course is April 16th. Please note any student who withdraws after this will receive a "W" on their transcript.

3. The class schedule can be modified to cover all the necessary topics and meet students' requests.