

Number of ECTS credits : 4

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≡ COURSE DESCRIPTION

Internationalization and globalization means that firms and organizations increasingly have operations in more than one country, and that individuals cross national borders either in expatriate missions or in self-initiated endeavours to find better employment opportunities.

The aim of the course is to provide participants with knowledge and skills that will enable them to effectively manage and lead within an increasingly internationalized and multi-cultural business and work environment, and in operations that cut through national boundaries. Various national locations are associated with different cultural, economic and legislative environments. These affect business and work practices, as well as the nature of the workforce and the demands imposed to its management. A critical factor in operating and management across borders and nations is culture, and this will be one of the major perspectives of the course. .

With the completion of the course, participants will have the knowledge and skills required to successfully respond to the challenges involved in leading and managing operations and teams that cross national and cultural borders.

Upon completion of the module participants will

- have an understanding of the consequences of internationalization and globalization for business and for management
- have an understanding of the issues involved in doing business and managing across national borders with a multi-national and multi-cultural workforce
- possess in-depth knowledge of what culture is with particular emphasis on national culture
- possess awareness of the key importance of culture for every aspect of life, including business and management
- possess awareness of the impact of national culture on ways of doing business and managing people
- possess in-depth knowledge of how national cultures differ and how these differences are reflected on ways of doing business and managing
- have awareness of the limitations of generic cultural models and of the importance of localized information
- are aware of the advantages and disadvantages of a multi-cultural workforce, and principles of how to maximize the former while minimizing the latter; always keeping in mind and operating according to principles of corporate and social responsibility
- possess awareness of universally applicable principles of leading, managing and organizing
- are cognizant of tools that enable adaptation of leadership, management and organization styles according to national cultural characteristics
- are stimulated to think about the dynamic nature of culture, and contemplate wither national cultures will evolve in the future
- possess awareness of one's personal cultural values, and how these reflect on preferences for particular styles of management

≡ COURSE OBJECTIVES

TO ANALYSE / TO ANTICIPATE / TO DECIDE / TO ACT / TO FEDERATE / TO INFLUENCE / TO EVOLVE

LG01 Seek and qualify information

LG02 Understand company and its complex environment

LG04 Use appropriate tools in decision making

LG08 Identify and leverage opportunities

LG13 Define plan of action

LG15 Implement academic and professional knowledge

LG19 Act as a team

LG25 Motivate team and stakeholders

LG26 To defend own choices

LG29 Know yourself better

LG31 Improve your behaviour

≡ LEARNING GOALS

OLD01 - Analyse : Collect information and assess its pertinence

OLD13 - Decide : Define appropriate action plans

OLD15 - Act : Apply academic and/or professional knowledge to a specific situation

≡ TACKLED CONCEPTS

Cross-cultural management; international management; globalization; multi-national corporations; culture; national culture; models; business practices; management practices; systems; multi-cultural workforce; decision-making; international assignments; cultural clusters;

≡ LEARNING METHODS

- Lectures with active participation from participants; Cases, Videos, in-class discussions and exercises.
- Cases and exercises will enable participants to consolidate their knowledge and the opportunity to apply concepts and theories into real situations.
- Participants' active involvement in the class is critical to obtain the maximum benefit of the course.

≡ ASSIGNMENTS

Students are expected to read the indicated book chapters **before** coming to class. Students will also prepare mini case studies during class.

≡ BIBLIOGRAPHY

The main textbook for the module is:

Luthans, F., Doh, J. (2014). *International Management: Culture, strategy and behavior* (9th ed.). McGraw-Hill. (ISBN **ISBN: 9780077862442** (978-0-07-786244-2).

Students are expected to have a copy of the textbook.

Additional readings (articles and cases) will be provided during the delivery of the module.

≡ EVALUATION METHODS

70 % : Exam

30 % : Group work

≡ SESSIONS

1 Introduction LECTURE : 03h00

Internationalization & Globalization: Forces, consequences and phases

Relevant Reading: Chapters 1, 2 & 3 from Luthans & Doh

2 Culture & National Culture LECTURE : 03h00

Culture & national culture: Definition, elements, consequences, and how culture is determined and evolves

Relevant Reading: Chapter 4 from Luthans & Doh

3 Models of National Culture LECTURE : 03h00

The relationship of culture with business and management practices; models of national culture: Hofstede, Trompenaars, GLOBE, Schwartz

Relevant Reading: Chapters 5& 11 from Luthans & Doh

4 Models of National Culture (Continuation) - National Culture and Management Practices LECTURE : 03h00

Models of national culture (*continuation*); The limitations of generic cultural models & the caveats of culture as an explanatory force

Relevant Reading: Chapter 4 from Luthans & Doh

5**The Cross-Cultural Transferability of Management Practices**LECTURE : 03h00

Managing a multi-cultural workforce ; The transferability of management principles across cultures: Organization of work, motivation and leadership across cultures

Relevant Reading: Chapter 6, 12 & 13 from Luthans & Doh

6**Approaches and Styles with Cross-Cultural Transferability**LECTURE : 03h00

Managing a multi-cultural workforce: Approaches and styles with universal applicability;

Culture & Business Practices: evidence for convergence, cross-vergence and trans-vergence. Operational strategies for multinational corporations

Relevant Reading: Chapter 6, 12 & 13 from Luthans & Doh

7**Cross-Cultural Communication and Cultural Fitness: Invited Contributor (to be confirmed)**SEMINAR : 03h00

Cross-Cultural Communication & Culture Fitness

Invited contributor, Dr Gilles Spony Founder & Research Director FutureToBe

Relevant Reading: Chapter 7 from Luthans & Doh

8**The Management of International Assignments**LECTURE : 03h00

The management of international assignments: expatriation (new and traditional forms) and inpatiation.

Relevant Reading: Chapter 14 from Luthans & Doh Major cultural clusters and their Business Practices

Relevant Reading: Chapter 5 from Luthans & Doh
