



INTERNATIONAL MANAGEMENT

CODE : ENNEG324

COURSE OVERVIEW

The overall purpose of the course is to provide students with means to cope with diversity and complex realities of multicultural collectives, associations, companies, institutions and societies, in which cultural identities can rarely be taken for granted. Having completed the course, students should be able to identify cross-cultural differences, detect value clusters and successfully conduct diagnostic research and managerial/consulting activities across cultural boundaries. They will be offered major theoretical insights into the new and dynamic body of knowledge, and a choice of methodological instruments employed in cross-cultural studies. They will learn how to approach cases, detect managerial implications of cross-cultural differences and conduct in-depth analysis of multiple dimensions and layers of cultural diversity. Finally, they will reflect on their own cultural assumptions and ways in which these assumptions impact their cross-cultural interactions.

LEARNING OBJETIVES

This course seeks to contribute to the professional development of the students in the following ways:

- Understanding the impact of cultural diversity on management practices and interpersonal collaboration in modern organisations.
- Getting to know the major theoretical perspectives and frameworks in the field of cross-cultural management and intercultural communication.
- Develop an ability to apply the aforementioned concepts to the management of daily operations in multinational organisations.
- Provide a structured and supported framework which will enable students to reflect on their own cultural identity and its impact on values, beliefs and behaviour. In this way students will be prepared to work effectively in a multicultural environment.

METHODOLOGY

This program will take place in the form of lectures, in which the professor will introduce the topics.

Students will then be able to apply their acquired knowledge in four case studies which will be done in groups. Each cases study will represent 5% of the course grade. Together they. Represent 20% of the Final grade.

For the “Global Minds” assignment (20% of the Final grade, team task) you and your team will gain insight into the cultural aspects that might be encountered when working in a certain country. The findings are presented in a 20-minute training session for your colleagues during the second part of the semester.

Attendance to the “Global Minds” presentations by all students is mandatory!

Taking into account the international nature of this course, **classes will be carried out in ENGLISH.**



BASIC BIBLIOGRAPHY

BOOKS

- **Deresky (2014)** "International Management: managing across borders and cultures: text and cases", Helen Deresky, Prentice Hall, Eighth Edition, 2014. (*Chapters 2, 3, 4, 5*)
- **Steers et al (2012)** "Management across cultures, challenges and strategies" Richard Steers, Carlos Sanchez, Luciana Nardon, Cambridge University Press, Second Edition, 2012 (*Chapters 1,2,3,6,7,8,9,10*)
- **Hofstede et al. (2010)** "Culture and organizations: software of the mind: intercultural cooperation and its importance for survival", Geert Hofstede, Gert Jan Hofstede & Michael Minkov, McGraw-Hill, Third Edition, 2010. (*Chapter 3,4,5,6,*)

ARTICLES

- **Govindarajan & Gupta (2001)**, Building an Effective Global Business Team, Govindarajan, Vijay; Gupta, Anil K. *MIT Sloan Management Review*. Summer 2001, Vol. 42 Issue 4, p63-71.
- **The Globe Study**
- **Erin Meyer** Being the boss in Brussels, Boston and Beijing
HBR July/August 2017
- **Erin Meyer** Getting to Si, Ja, Oui, Hai and Da
HBR December 2015

In case of changes in basic and additional readings (book chapters and articles) they will be announced 48 hours before each class at the latest.

This programme can be slightly changed in the days to come.

EVALUATION

4 Cases (Group)	20%
Midterm Exam (Individual)	20%
Final exam (written, individual)	40%
Global Minds Assignment	20%

You will pass the course if your final grade is 4.0 or higher.



COURSE RULES

1. There is an 80% attendance to classes required. Likewise, student's punctuality is expected, and therefore late attendance is not allowed. Leaving early is not allowed either. It is also essential that every student checks Docenciaweb on a daily basis, as its content is assumed to be known by all. "Not having checked the website" will not be allowed as an excuse.
2. For every class session, students must have read and studied the corresponding bibliography.
3. The professor has the right to add, eliminate or replace bibliography as the semester unfolds, if she thinks this is in the best interest of the course.
4. **Medical or other related justifications for the absence to any requirement must be presented through the regular channels established by the undergraduate business school.**

Important: To fulfil the course requirements, special relevance will be given to making the students generate analytic abilities that allow them to add academic value to the course's obligations. Therefore, and following the School's policy, **any kind of plagiarism or any attempt to pass somebody else's work as one's own will be graded with a 1.0, failing the course.**

TEACHING CALENDER

The teaching calender can be found in a separate document in Docenciaweb (Descargas, Otros).



GLOBAL MINDS ASSIGNMENT

Throughout the course you are going to work on the Global Minds Assignment. You are required to form teams of five, which are going to remain unchanged throughout the course duration. Please, try to compose diverse teams in terms of gender, nationality and/or ethnicity

You can register your team composition, team name, and your preferences for certain countries sending a mail to the course “ayudante”, Gaspar Bravo Sepulveda. Please keep in mind that you can only choose a country if at least one of your team members is a native of that country. This is to ensure presence of emic knowledge about this particular country in your team. In the mail include the following:

- ☐ Team composition (student names)
- ☐ Your team’s unique name
- ☐ A list of at least 3 countries in which at least one of your team members has lived for at least two years (this is to increase the likelihood that you will be able to provide an in-depth analysis of the assigned country), in order of preference

Based on this list, the instructors, in order to ensure an even distribution, will make the final choice and decide which of the proposed countries will be yours for the remainder of the course.

Please note that registering a team will be on a first-come, first-serve basis: the sooner you register, the bigger the likelihood that your first-choice country will be assigned to you.