

• **INTERNATIONAL TEAM  
MANAGEMENT**

**1. Basic description**

**Name of the course:** International Team Management

**Academic year:** 2012-2013

**Year:** 4th

**Term:** 2nd

**Degree / Course:** Bachelor's degree in International Business and Marketing

**Code:** 44204

**Number of credits:** 4th

**Total number of hours imparted:** 100

**Teaching language:** English

**Lecturers:** Carlos Jiménez Pérez & Karina Henao Soto

**Timetable:** GROUP 1 Monday 18:30-20:45 Lecture

Thursday 1A 17:05-18:00 / 1B 16:05-17:00 Seminars

GROUP 2 Monday 15:45-18:00 Lecture

Thursday 2A 19:20-20:15 / 2B 18:20-19:15 Seminars

**Office hour:** Thursdays 15:00h

**2. Presentation of the course**

The aim of the subject consists in following an approach from the general to the particular way of conducting an international team. Starting with the new trends in management in international environments and the differences to the traditional ways of doing, we will cover the global aspects of the differences between geographical and cultural areas.

Then we will enter into personnel aspects that drive the ways of conducting people: the personality and the values to continue with the main theories about motivation and leadership through the self awareness to finish with the main tools to develop people and teams.

Key aspects will be how to use self assessment and how to realize the ways that each individual really thinks, the ability to identify others behavioural drivers, to get the theories and guidelines about the main aspects of team management to foster a major maturity degree of each participant.

### 3. Competencies to be achieved in the course

General competencies	Specific competencies
<p data-bbox="309 412 695 450">Instrumental competencies</p> <p data-bbox="229 486 778 555">G.I.2. Ability to relate concepts and knowledge from different areas.</p> <p data-bbox="229 557 711 595">G.I.3. Ability to organise and plan.</p> <p data-bbox="229 598 778 667">G.I.4. Ability to tackle and solve problems.</p> <p data-bbox="229 669 778 739">G.I.5. Ability to take decisions in complex and changing environments.</p> <p data-bbox="229 741 778 810">G.I.8. Oral and written competence in communicating in English.</p>	<p data-bbox="877 412 1264 450">Professional competencies</p> <p data-bbox="804 486 1359 667">E.P.5. Ability to take strategic managerial decisions whilst taking into account the economic, cultural, social and political determinants specific to a particular area.</p> <p data-bbox="804 669 1359 772">E.P.8. Ability to take functional decisions within an organisation with international activity.</p> <p data-bbox="804 775 1359 878">E.P.13. Improvement of communication and negotiation skills, both oral and written.</p> <p data-bbox="804 880 1359 1061">E.P.15. Acquire the ability to express ideas and emotions orally and in a written form, use an organised approach and strategically plan behaviour.</p> <p data-bbox="804 1064 1359 1245">E.P.16. Adapt the communication style to different audiences, understand cultural differences in communication and convey multicultural abilities.</p> <p data-bbox="804 1247 1359 1429">E.P.17. Ability to express and understand spoken and written communication in English at an advanced level in the international business environment.</p>
<p data-bbox="325 860 778 929">General personal competencies</p> <p data-bbox="229 965 778 1102">G.P.1. Ability to adapt, lead and work in a group that is multicultural, interdisciplinary, competitive, changing and complex in nature.</p> <p data-bbox="229 1104 778 1173">G.P.3. Moral commitment and ethical sense.</p> <p data-bbox="229 1176 552 1214">G.P.4. Critical attitude.</p>	
<p data-bbox="325 1263 778 1332">Generic systemic competencies</p> <p data-bbox="229 1368 657 1406">G.S.3. Ability to think globally.</p> <p data-bbox="229 1408 778 1512">G.S.8. Promotion of and respect for gender, environmental and safety at work issues.</p>	

The above competencies interrelate with the basic competencies set out in Royal Decree 1393/2007, namely:

- a. competence to **comprehend knowledge, on the basis of general secondary education**
- b. competence to **apply knowledge** to day-to-day work in international management or marketing, in particular, ability to develop and defend arguments and to solve problems
- c. competence to **gather and interpret** relevant **data**, enabling the development of critical judgements on the economic and social reality
- d. competence to **communicate and transmit information** (ideas, problems, solutions) to a specialised and non-specialised public

e. competence to **develop learning activities** in a relatively autonomous manner.

In order to establish a correspondence between the basic competencies and those developed in the degree, these are grouped according to two criteria. Thus, the competencies developed in the subject are structured into those that are seen as a development or specification of basic competencies and those that define the professional profile of the graduate, with respect to general and specific competencies.

Basic competence: **understanding of knowledge**

*I. General competencies G.I.3*

Basic competence: **application of knowledge**

*I. General competencies G.I.2, G.S.3*

Basic competence: **communicate and transmit information**

*I. General competencies G.I.8*

*II. Specific competencies E.P.13, E.P.15, E.P.16, E.P.17*

Basic competence: **develop learning activities**

*I. General competencies G.I.3, G.I.4, G.P.4*

Competencies that define the professional profile which are not included under basic competencies

In general, these competencies combine the following key elements for professionalising students in the area of international business and marketing:

- provide students with the capacity to adapt to dynamic teams and environments
- provide students with the capacity to create their own integral vision of the operation of a business or international marketing project
- provide students with the capacity to take complex decisions and carry out negotiation processes

*I. General competencies G.I.4, G.I.5, G.P.1, G.S.8*

*II. Specific competencies E.P.5, E.P.8*

Own competencies of the subject

Understand the impact that teamwork has on developing a company's strategy. Delegate and assign tasks. Manage performance.

## **4. Contents**

### **1. Different approaches to international team management. Outlining the diversity from the beginning of the project.**

- 1.1. Centralized/Traditional management of Int'l teams
- 1.2. Decentralized management of Int'l teams
- 1.3. Project Management
- 1.4. Communication and trust
- 1.5. Different types of organization

### **2. Multicultural differences. Dimensions Part 1**

- 2.1. Hierarchy vs. egalitarianism
- 2.2. Groups vs. individuals
- 2.3. Open vs. hidden display of emotions
- 2.4. Degree of comfort with uncertainty
- 2.5. Relationship vs. task
- 2.6. Work vs. life balance
- 2.7. Attitudes to time
- 2.8. Masculinity vs femininity

### **3. Individual differences.**

- 3.1 Personality Theories
  - 3.1.1. DISC and Marston Theories
  - 3.1.2. Types of personality
- 3.2 Personality
  - 3.2.1. Personality and learning styles

### **4. Values**

- 4.1. The concept and strategy of values in business
- 4.2. Different values in the world

### **5. Motivation**

- 5.1. What motivates me?
- 5.2. Motivation theories
- 5.3. Self appraisal

### **6. Management styles**

- 6.1. How to manage teams
- 6.2. Coaching and mentoring
- 6.3. Delegation

### **7. Leadership styles**

- 7.1. Am I a good leader?
- 7.2. Effective leadership

### **8. Developing people**

- 8.1. Staff selection
- 8.2. Need for training
- 8.3. The individual development discussion



## 6. Criteria for Exam Retake

Papers, participation, team work, case study resolution and role play activities cannot be made up.

In the case that students are unable to pass the discipline, the following criteria apply:

If the students have not obtained the minimum grade specified above, they will have to retake the exam in order to have the possibility of passing the subject successfully. ESCI will fix the date for the retaking for this exam

Not retaking the test will mean keeping the previous grade.

Taking the retake exam will imply that the student will get the new grade with the following weighting distribution: 60% final exam. 8% continuous evaluation, 32% (papers, team work and role play activities).

It is indispensable to obtain a 4 points minimum in the retake exam in order to pass the discipline successfully.

## 6. Bibliography and teaching resources

Basic bibliography

- ✓ International Management: Text and cases. By David H Holt. Dryden Press. February 1998.
- ✓ Managing Across Cultures by Charlen Solomon
- ✓ When teams collide by Richard Lewis. Editor Nicholas Beraley. June 2012.
- ✓ Riding the Waves of Culture: Understanding Diversity in Global Business Third edition by Fons Trompenaars and Charles Hampden-Turner December 2012
- ✓ Cultures and organizations: Software of the Mind, third edition by Geert Hofstede, Gert Jan Hofstede and Michael Monkov. May 2010.

Teaching resources

- ✓ Case Studies
- ✓ Psychological tests
- ✓ Articles
- ✓ Videos
- ✓ Presentations
- ✓ Papers

## **7. Methodology**

The purpose of this course is to make a very pragmatic approach, not only to understand international team work within the organization, but also the recognition of personnel and an awareness of the individual profile. This mindset will equip the student to interpret practices and behaviors in the organizational world starting from their own knowledge until comprehending the behaviour of others and of the group.

The didactic dynamic involve tackle the theoretical base in the class session followed by the seminars where the purpose is to provide a setup of practical exercises by analyzing case studies, developing psychological tests and doing practical tasks by peers or groups in order to apply the concepts acquired in class and with the complementary material (articles, texts, papers etc.)

The students will be advised by the lecturers when required.

### **Individual work**

Students must read the articles and should review, analyze the material, and develop the individual exercise (workshops and psychological tests).

Besides, the students must prepare 4 papers for weeks 6, 7, 8 and 10. This will consist of the 32% of the assessment.

### **Group work**

There is some “pre-work” that needs to be done before some seminars (detailed in the schedule below). As well, we will develop other activities through pair-work or group-work in the class or in the seminars.

## **8. Scheduling activities**

Week	Activity previous to the session	Activity previous to the seminar	Activity in the classroom	Activity during seminar	Activity after the session	Total Hours
Week 1	Case Study preparation (Same Inc.)		<b>Session 1</b> Different approaches to international team management. Outlining the diversity from the beginning of the project  Presentation and one business case		Study of a paper (project management)	8
	3 hours		2 hours		3 hours	
Week 2		Research (Hoffstede and Trompenaars' books)	<b>Session 2</b> Multicultural differences. Dimensions Part 1  Presentation and discussion	<b>Seminar 1</b> Exercise and discussion about dimensions.  Discussion and self assessment	Exercise in groups  Material delivered in class	10
		4 hours	2 hours	1 hour	3 hours	
Week 3		Research (Hoffstede and Trompenaars' books)	<b>Session 3</b> Multicultural differences. Dimensions Part 2  Presentation and discussion	<b>Seminar 2</b> Exercise and discussion about dimensions  Discussion and self assessment	Exercise in group	10
		4 hours	2 hours	1 hour	3 hours	
Week 4	Reading papers and books. (Marston and Jung Theories)	Self appraisal	<b>Session 4</b> Individual differences. Personality theories 1  Presentation	<b>Seminar 3</b> Personality recognition Self assessment and peer assessment		8
	3 hour	2 hour	2 hour	1 hour		
Week 5	Reading Papers and books (Marston and Jung Theories)	Self Appraisal	<b>Session 5</b> Individual differences. Personality  Presentation and discussion	<b>Seminar 4</b> Personality recognition and learning style. Presentation and life exercise		8
	3 hours	2 hours	2 hours	1 hour		
Week 6	Research in the web about Values in the world	Case Study (Will she fit in?)	<b>Session 6</b> Values  Presentation and discussion	<b>Seminar 5</b> Values in Business  Case Study	Writing up a paper (Optional assessment)	10
	3 hours	3 hours	2 hours	1 hours	1 hours	

Week 7	Reading Paper / articles (HBR articles)	Group discussion and correcting test	<b>Session 7</b> Motivation	<b>Seminar 6</b> My motivational drivers	Writing up a paper (Optional Assessment)	
	2 hours	4 hours	Presentation and testing 2 hours	Discussion 1 hour	2 hours	11
Week 8	Case Preparation (Let's have breakfast)	Self Appraisal	<b>Session 8</b> Management Styles	<b>Seminar 7</b> Discussion about the appraisal. Results	Making a paper (optional assessment)	
	3 hours	2 hours	Presentation and case study and self appraisal 2 hours	Discussion 1 hour	2 hours	10
Week 9	Research about new leadership ways at international level	Appraisal	<b>Session 9</b> Leadership Styles	<b>Seminar 8</b> Discussion about appraisal Results		
	3 hours	2 hours	Presentation and self appraisal 2 hours	Discussion 1 hour		8
Week 10	Case Study. (Antares)	Interview Preparation	<b>Session 10</b> Developing People	<b>Seminar 9</b> Role Play an individual development discussion	Making a paper (optional assessment)	
	3 hours	2 hours	Presentation and Case study 2 hours	Role Play in the classroom 1 hour	2 hours	10
Week final exams	Preparing and reviewing the contents		Exam with open questions			
	5 hours		2 hours			7
						100hrs