



MG 345 MANAGEMENT ACROSS BORDERS

IES Abroad Barcelona

DESCRIPTION:

What do managers need to understand in order to compete successfully in a global marketplace? The overall aim of this course is to understand how organizations can add value in a multicultural world, which continues to be marked by significant differences in national management styles. Several ways to understand different cultures will be introduced. Through texts and case studies, the impact of cultural differences on business situations will be assessed. The course will consider organizational behavior, business strategy, human resources management, business ethics, and communication issues, in the international environment.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

ADDITIONAL COST: Course Case Study Fee

METHOD OF PRESENTATION:

The course will use **lectures, presentations, classroom discussions of case studies, and independent research projects** to better understand the complex issues of global management. Readings have been selected from journals, textbooks and case studies. The readings listed for each session must be completed **BEFORE** coming to class.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Participation -10%
- Course-related trips Papers -10%
- Individual Research Paper -20%
- Presentation 20%
- Exams (TOTAL =40%): Midterm (20%) and Final (20%)

Participation

Quizzes, contributions to reading based discussions + case presentations: Students will be required to participate in team presentations of case studies/articles as part of their participation score. Students are also expected to actively contribute to the class discussion based on the readings. There will be some quizzes.

Course-related trips Papers

Two short course-related trips papers based on two self-guided course related-trip will be done with a partner. These course-related trips are intended to give you first-hand information regarding a.) a Spanish business and b.) an international business in Barcelona.

The two short papers (2 pages each, 1.5 spaced) will explain the results of each course related trips. On the due date you will be expected to share your investigation experiences in small group discussions.

Individual Research Paper

Your paper (1,500-2,000 words) should take advantage of one of your travel experiences (e.g., France, Italy, Germany etc.) It will require both research into a country and direct contact with someone from that location to support/challenge your findings. (Eg. France: Political System, Education, Health, Labor Laws and the French Management Style)

Presentation

This presentation will be done in teams (2 or 3 students) and it will give students the opportunity to demonstrate what they have learned during the course with regard to going global.

Exams (TOTAL =40%): Midterm (20%) and Final (20%)

LEARNING OUTCOMES:

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

- identify the key cultural dimensions and spheres which have an impact on the way business is done in different companies and countries.
- analyse the influence of the main cultural variables on the internal and external environment of an organization: corporate culture, strategy, human resource management etc.
- use tools that will help a manager to add value in a multicultural business environment.

ATTENDANCE POLICY:

As a member of our class community, you are expected to be present and on time every day. Attending class has an impact on your learning and academic success. For this reason, attendance is required for all IES Barcelona classes, including course-related excursions. If a student misses more than three classes in any course without justification, 3 percentage points will be deducted from the final grade for every additional absence. Seven unjustified absences in any course will result in a failing grade. Absences will only be justified, and assessed work, including exams, tests and presentations rescheduled, in cases of documented medical or family emergencies.

CONTENT:

Session	Content	Required Readings
Session 1	• Understanding the Role of Culture in Management. Overview of the course. • Introduction to the meaning of culture: how culture plays a key role in modern organizations. • Culture and stereotypes.	
Session 2 and 3	• Defining and Exploring Culture. • CQ=Cultural Intelligence	• Schneider, Susan and Jean-Louis Barsoux (2003). <i>Managing Across Cultures</i>. Second Edition. London: Prentice Hall, pp. 20-48.
Session 4	• A framework to detect the key dimensions of culture and ways to analyze them.	• Trompenaars, Fons, and Hampden-Turner, Charles(1998). <i>Riding the Waves of Culture: Understanding Cultural Diversity in Business</i>, 2d ed., New York: McGraw-Hill, pp. 6-11 and pp.33-43.
Session 5	• Cultural approaches to management. Hofstede's classic contributions. Analysing dialogues and a look at cultural determinants when comparing countries. Socometal: Rewarding African Workers	• Mutabazi E. and Brooklyn Derr C.(2011) <i>Readings and Cases in International Human Resource Management and Organizational Behavior 5th</i>, Mark E. Mendenhall; Top of FormGary R. OddouBottom of Form; Günter K. Stahl, Routledge, 5e pp.247-248. • http://geert-hofstede.com/national-culture.html • http://geert-hofstede.com/dimensions.html • http://geert-hofstede.com/countries.html • http://geert-hofstede.com/applications.html

Session 6	Working Cross Culturally	Blanchard, Kanina (2017). <i>Working Cross Culturally: Forget "Business as Usual"</i>. Richard Ivey School of Business Foundation: No.9B17C013.
Session 7	The Spheres of Culture. Determining the different areas of influence and interaction of culture and subcultures: according to region, industry, company, profession and function.	Schneider, Susan and Jean-Louis Barsoux (2003). <i>Managing Across Cultures</i>. Second Edition. London: Prentice Hall, pp. 51-77.
Session 8	Exploring corporate cultures. Proctor and Gamble, Nordstroms, Disney, IBM and a few others	Collins, James and Jerry I. Porras (1997). <i>Cult-Like Cultures. Built to Last: Successful Habits of Visionary Companies</i>: pp. 115-139. New York: Harper Business.
Session 9	Corporate Culture (cont.) Designing a corporate culture.	Qumer, Syeda Maseeha (2011). <i>Facebook: Balancing Growth and Preserving Corporate Culture</i>. IBS Center for Management Research: Ref. 411-047-1.
Session 10	MIDTERM EXAM	MIDTERM EXAM
Session 11	Going global: How does a national culture affect strategy? Different approaches to strategy: standardization or adaptation	Hota, Monali (2011). <i>The Big Mac in its Different Cultural Avatars</i>. IESEG School of Management, Ref. 511-013-1.
Session 12	To go global or not to go global	Apfelthaler, Gerhard. <i>Sodacious Goes International</i> (2010) Californian Lutheran University, Ref. 510-063-1 and <i>Sodacious Enters Germany</i> (2011) Ref. 512-007-1.
Session 13	Understanding how national environments may affect the competitiveness of organizations.	- Porter, Michael E., <i>On Competition: Clusters and Competition</i> (1998) pp.197-206; <i>Microclusters in Catalonia</i> pp.266-269. USA: Harvard Business Review Book. - Hernández Gascón, Joan Miquel, Pezzi, Alberto and Soy I Casals, Antoni (2010), <i>Clusters and Competitiveness: the case of Catalonia (1993-2010)</i>
Session 14	Doing business in Spain. SPAIN project	Wattley-Ames, Helen (1999). <i>Spain is Different</i> 2nd ed., Yarmouth, ME: Intercultural Press, pp. 83-107.
Session 15	SPAIN- Course- related trip due	Alex Fernandez del Castro (guest speaker)

Session 16	A look at the Spanish company, ZARA/INDITEX and their challenges.	Wells, John R. And Danskin, Galen (2014) <i>INDITEX: 2012</i>. Harvard Business School, March 7, 2014 Ref. 9-713-539.
Session 17	Culture and Strategy. Analysis of strategy within an international environment and the implications of a global expansion decision.	Holden, Nigel J. (2002) <i>Cross-Cultural Management: A Knowledge Management Perspective</i>. London: Prentice Hall, pp. 159-181(excerpts from LEGO case).
Session 18	Business in Asia	Matusitz, J. and Leanza, K. Wal-Mart (2009). Wal-Mart: an analysis of the glocalization of the cathedral of consumption in China. <i>Globalizations</i>, 6(2), 187-205.
Session 19	Diversity and creating the “multicultural” team. Virtual teams. A look at Belbin’s Team Roles. Research paper due	- Dumetz, Jerome (2012) <i>Cross-Cultural Management Textbook</i>: pp. 255-271. San Bernadino: CA - Research paper due
Session 20	More Expansion: Asia and Asian Companies (including LG’s early steps into Europe), IKEA and global challenges.	Indu P. (2008). <i>IKEA: The Japanese Misadventure and Successful Re-entry</i>. ICMR Center for Management Research, Ref. 308-270-1.
Session 21	Global business and ethical issues: outsourcing, low-cost labor, a living wage.	Schiffrin, Deborah and Brest, Paul (2014) <i>Knights Apparel and the Alta Gracia Factory: Paying a Living Wage</i>. Stanford Graduate School of Business, Oct. 30, 2014, Case: SM-237.
Session 22	Obligatory attendance--project	<i>Project Presentation Preparation</i>
Session 23	<i>Project Presentations</i>	Group presentations
Session 24	<i>Project Presentations</i>	Group presentations

COURSE-RELATED TRIPS:

- visit to a local company
- visit to an international franchise

REQUIRED READINGS:

- Apfelthaler, Gerhard. *Sodacious Goes International* (2010) Californian Lutheran University, Ref. 510-063-1 and *Sodacious Enters Germany* (2011) Ref. 512-007-1.
- Collins, James and Jerry I. Porras (1997). Cult-Like Cultures. In *Built to Last: Successful Habits of Visionary Companies*: pp. 115-139. New York: Harper Business.
- Dumetz, Jerome (2012) *Cross-Cultural Management Textbook*: pp. 255-271. San Bernadino: CA.
- Fagan, Perry L., Yoshino, Michael Y. with Bartlett, Christopher A. (2003, Rev: 2006) *Silvio Napoli at Schindler India* (A). Harvard Business School, Nov. 6, 2006 9-303-086.

- Hernández Gascón, Joan Miquel, Pezzi, Alberto and Soy I Casals, Antoni (2010), *Clusters and Competitiveness: the case of Catalonia (1993-2010)*: Barcelona: translation from Papers d'economia industrial número 31, Observatori de Prospectiva Industrial.
- Holden, Nigel J. (2002) *Cross-Cultural Management: A Knowledge Management Perspective*. London: Prentice Hall, pp. 159-181.
- Hota, Monali (2011) *The Big Mac in its Different Cultural Avatars*. IESEG School of Management, Ref. 511-013-1
- Indu P. (2008) *IKEA: The Japanese Misadventure and Successful Re-entry*. ICMR Center for Management Research, Ref. 308-270-1.
- Jacob, Nina (2003). *Intercultural Management*. London and Sterling VA: Kogan Page Ltd, pp. 107-117.
- Matusitz, Jonathan, and Kristin Leanza (2009). Wal-Mart: an analysis of the glocalization of the cathedral of consumption in China. *Globalizations*, 6(2), 187-205.
- Mutabazi E. and Brooklyn Derr C. (2011) *Readings and Cases in International Human Resource Management and Organizational Behavior 5th*, [Mark E. Mendenhall](#); Gary R. Oddou Bottom of Form Günter K. Stahl, [Routledge](#), 5e. pp.247-248.
- Porter, Michael (1990). *The Competitive Advantage of Nations*. *Harvard Business Review*. March-April: 73-93.
- Qumer, Syeda Maseeha (2011) *Facebook: Balancing Growth and Preserving Corporate Culture*. IBS Center for Management Research: Ref. 411-047-1.
- Schiffrin, Deborah and Brest, Paul (2014) *Knights Apparel and the Alta Gracia Factory: Paying a Living Wage*. Stanford Graduate School of Business, Oct. 30, 2014, Case: SM-237.
- Schneider, Susan and Jean-Louis Barsoux (2003). *Managing Across Cultures*. Second Edition. London: Prentice Hall, pp. 20-48.
- Schneider, Susan and Jean-Louis Barsoux (2003). *Managing Across Cultures*. Second Edition. London: Prentice Hall, pp. 51-77.
- Trompenaars, Fons, and Hampden-Turner, Charles (1998). *Riding the Waves of Culture: Understanding Cultural Diversity in Business*, 2d ed., New York: McGraw-Hill, pp. 6-11 and pp.33-43.
- Wattle-AMES, Helen (1999). *Spain is Different 2nd ed.*, Yarmouth, ME: Intercultural Press, pp. 83-107.
- Wells, John R. And Danskin, Galen (2014) *INDITEX: 2012*. Harvard Business School, March 7, 2014 Ref. 9-713-539.
- Wesley, David T.A., and Athanassiou, Nicholas and Lane, Henry W., and McNett, Jeanne M. (2002). *Blue Ridge Spain*. Richard Ivey School of Business: Ref. 9B02M003, pp. 1-14 (Negotiating and Designing an Alliance and pp. 17-28.

RECOMMENDED READINGS:

- Adler, Nancy J. (2002), *International Dimensions of Organizational Behavior*, Fourth Edition. Canada: South-Western/Thomson Learning.
- Hall, E. T. and M. Reed Hall (1995), *Understanding Cultural Differences: Germans, French and Americans*, Yarmouth: Intercultural Press.
- Lewis, Richard (2012), *When Cultures Collide: Leading Across Cultures*, Boston, MA: Nicholas Brealey International.
- Peterson, Brooks (2004). *Cultural Intelligence*. Yarmouth, ME: Intercultural Press
- Storti, Craig (1994).. *Cross-Cultural Dialogues: 74 Brief Encounters with Cultural Difference*, Yarmouth, Maine: Intercultural Press. (In class analysis of dialogues)