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 (20%):** 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.
- **Field Study Papers (10%):** Two short field study papers based on two self-guided field studies will be done with a partner. These field studies 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 field study. On the due date you will be expected to share your investigation experiences in small group discussions.
- **Individual Research Paper (15%):** Your paper (6-10 pages 1.5 spacing) 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 (15%):** 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:**
Attendance is mandatory for all IES Abroad classes, including course-related trips. Any exams, tests, presentations, or other work missed due to student absences can only be rescheduled in cases of documented medical or family emergencies. If a student misses more than three classes in any course 3 percentage points will be deducted from the final grade for every additional absence. Seven absences in any course will result in a failing grade.

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<td>Going global: How does a national culture affect strategy? Different approaches to strategy: standardization or adaptation</td>
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<td>Culture and Strategy. Analysis of strategy within an international environment and the implications of a global expansion decision.</td>
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<td>Diversity and creating the “multicultural” team. Virtual teams. A look at Belbin’s Team Roles. Research paper due</td>
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<td>More Expansion: Asia and Asian Companies (including LG’s early steps into Europe), IKEA and global challenges.</td>
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Alex Fernandez del Castro (guest speaker)


Session 21 | Global business and ethical issues: outsourcing, low-cost labor, a living wage.  


Session 22 | Obligatory attendance—project  
Project Presentation Preparation

Session 23 | Project Presentations  
Group presentations

Session 24 | Project Presentations  
Group presentations

FINAL EXAM

REQUIRED READINGS:

- Hota, Monali (2011) *The Big Mac in its Different Cultural Avataars*. IESEG School of Management, Ref. 511-013-1

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RECOMMENDED READINGS:
• Lewis, Richard (2012), When Cultures Collide: Leading Across Cultures, Boston, MA: Nicholas Brealey International.
• Storti, Craig(1994).. Cross-Cultural Dialogues: 74 Brief Encounters with Cultural Difference, Yarmouth, Maine: Intercultural Press. (in class analysis of dialogues)