

Intercultural Management

Course Details

Course Designator & Number: BCLA 3003

Number of Credits: 3

Language of Instruction: English

Contact Hours: 45

Instructor: On-Site Faculty

Course Description

This course is designed to introduce students to concepts and fundamentals of international management. The course will consider aspects of management within an international and culturally complex environment, while considering the business influences within the global workplace. Students with or without prior international management knowledge will benefit from the course.

Organizational effectiveness demands that personnel do the right things efficiently. Therefore, the role of management is to strive for and maintain the goals of the organization. Being an effective manager is not just telling others what to do. It is also about effective leadership, training, and communication. Having effective managers can be a cost saving tool for all organizations of all sizes. Corporation executives, supervisors, and managers are aware of the importance of and difficulty in finding and retaining highly skilled employees (a time-consuming role of management).

Today's managers need a systems-view of the organization. This course will help you think of the organization as a system rather than as a work unit where tasks are performed. Most of you will, after graduating, become supervisors and managers and be required to provide training and leadership for your personnel. In just about any organization, you will be working with people who will have a different cultural background than your own, you may be working as an expatriate in a different country or you may experience any of a number of multicultural challenges. This course will help you prepare for these eventualities.

Methodology

The class will consist of lectures conducted in seminar fashion, with regular student participation through presentations and group work. A typical class would consist of students synthesizing and presenting information acquired from a text chapter or assigned article. Discussion and in-class exercises will follow each presentation to further examine fundamental aspects of international management concepts.

Selected case studies will be assigned by the instructor. Students will be asked to read and analyze each case carefully. This will be followed by general class discussion and/or presentations.

General class themes include:

- Intercultural Effectiveness in Global management
- Implementing Strategy, Structure and Systems
- Cultural dynamics and the international manager
- The individual worker in an international intercultural context
- Team dynamics in international intercultural management
- Leadership in a global context
- Change management
- Motivation and Power

General Session structure (3 hours):

- presentation/discussion of chapter assigned to students OR presentation/discussion of reading from assigned article(s)/cases OR short quiz
- lecture/presentation of topic by the professor
- In-class exercise/case study/analysis and class discussion
- Summary, next steps, assignments

Guest speakers:

As far as available, guest speakers will present varying aspects of management, as experienced from the international company where they work. Students may query them on the subject matter covered in their presentation as well as what it was like to work in their particular company and country.

Management of case study

Your CASE STUDY is worth 30% of the course grade. This case study provides an opportunity to develop, edit, and polish your thoughts regarding emerging trends in the broad field of management/ training and development/total quality improvement. The case study will use issues of culture, identity and image to assess the organization, then make proposals for change on an allocated case. This will involve both primary and secondary research and the reading of one academic peer reviewed journal paper

Required Reading / Materials

- Deresky, H. 'International Management', 4th ed. Pearson/Prentice Hall
- Browaeys, M & Price, R. (2008) Understanding Cross-Cultural Management, Prentice Hall.

Suggested daily and weekly reading:

- Text chapters, business cases and articles, as assigned (required)
- In English: Business Week, The Economist, Time

Grading

Grading Rubric

| Letter Grade | Score or Percentage | Description |
|--------------|---------------------|--|
| A | 93–100 | Achievement that is outstanding relative to the level necessary to meet course requirements. |
| A- | 90–92 | Achievement that is significantly above the level necessary to meet course requirements. |
| B+ | 87–89 | |
| B | 83–86 | |
| B- | 80–82 | Achievement that meets the course requirements in every respect. |
| C+ | 77–79 | |
| C | 73–76 | |
| C- | 70–72 | Achievement that is worthy of credit even though it fails to fully meet the course requirements. |
| D+ | 67–69 | |
| D | 60–66 | |

| Letter Grade | Score or Percentage | Description |
|---------------------|----------------------------|--|
| F | 0-59 | Represents failure (or no credit) and signifies that the work was either (1) completed but at a level of achievement that is not worthy of credit or (2) was not completed and there was no agreement between the instructor and the student that the student would be awarded an I. |

Summary of How Grades Are Weighted

| Assignments | Percentage of Grade |
|---------------------------------|----------------------------|
| Presentations and participation | 10% |
| Midterm exam | 30% |
| Management of Change Case Study | 30% |
| Final exam | 30% |
| Overall grade | 100% |

Course Content

Unit 1

Understanding the Role of Culture

- Homework: Culture exercise; case study
- List

Unit 2

Assessing the Environment – Political, Economic, Legal, Technological

- Homework: Culture exercise; case study

Unit 3

Communicating Across Cultures, Assessing the Environment – Political, Economic, Legal

- Homework: Culture exercise; case study

Unit 4

Managing Interdependence: Social Responsibility and Ethics

- Homework: Communication exercise; case study prep

Unit 5

Managing Interdependence: Social Responsibility and Ethics

- Homework: Motivation and ethics exercise; case study prep

Unit 6

Cross-Cultural Negotiation and Decision Making

Unit 7

Midterm exam

Unit 8

Cross-Cultural Negotiation and Decision Making

- Homework: Leadership and Negotiation exercise; Case study

Unit 9

Formulating Strategy

- Homework: Leadership and Strategy exercise

Unit 10

Global Alliances and Strategy

- Homework: Power and Strategy exercise; Case study prep

Unit 11

Organization Structure and Control Systems

- Homework: Leadership and Structure exercise; Case study prep

Unit 12

Staffing and Training for Global Operations

- Homework: Case study prep

Unit 13

Management project presentation

Unit 14

Final Exam

Policies

Attendance Policy

Students are expected to be on time and attend all classes while abroad. Many instructors assess both attendance and participation when assigning a final course grade. Attendance alone does not guarantee a positive participation grade; the student should be prepared for class and engage in class discussion. See the on-site syllabus for specific class requirements.

University of Minnesota Policies & Procedures

Academic integrity is essential to a positive teaching and learning environment. All students enrolled in University courses are expected to complete coursework responsibilities with fairness and honesty. Failure to do so by seeking unfair advantage over others or misrepresenting someone else's work as your own can result in disciplinary action. The University Student Conduct Code defines scholastic dishonesty as follows:

Scholastic Dishonesty

Scholastic dishonesty means plagiarizing; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; altering forging, or misusing a University academic record; or fabricating or falsifying data, research procedures, or data analysis.

Within this course, a student responsible for scholastic dishonesty can be assigned a penalty up to and including an "F" or "N" for the course. If you have any questions regarding the expectations for a specific assignment or exam, ask.

Student Conduct

The University of Minnesota has specific policies concerning student conduct. This information can be found [on the Learning Abroad Center website](#).

