

UNIVERSITY OF MASSACHUSETTS DARTMOUTH
Charlton College of Business
Department of Management & Marketing

Spring 2010

COURSE: MGT 690 – Special Topics in Management: Managing Across Cultures

PREREQUISITE: Graduate standing

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OFFICE HOURS: Mon. 1-2 pm, Tue. 4-6 pm, Wed. 1-2 pm, or by appointment

REQUIRED TEXTBOOK:

Luthans, F, and J.P. Doh (2009). *International Management: Culture, Strategy, and Behavior*, 7th Ed., McGraw-Hill Irwin, ISBN 0073381195

DESCRIPTION: This course focuses on the challenges and opportunities associated with organizational management and business strategy in the global environment. The Managing Across Cultures course is intended to be a challenging advanced management course for graduate business students. Students will gain a general overview of the process and effects of internationalization in contemporary business management, along with an introduction to theories, concepts and skills relevant to managing effectively in today's global environment. Students will be challenged to integrate knowledge they have gained from other business core courses and apply their accumulated knowledge and experiences to business case studies. Students will engage in active research and analytical problem solving related to managing in the international environment.

This on-line course meets entirely on the UMass-Dartmouth MyCourses site. If you have never used myCourses or are having problems logging into the site please send an email to mycourseshelp@umassd.edu, or call the Student IT Services Center at 1-508-999-8884 between 8:00AM and 5 pm EST during the week, or at 1-800-569-6505 between 5 pm and 8 am and on weekends and holidays. As you log on to the site, it will perform a browser check to make certain that you are able to accurately access all of the available features of the WebCT Vista environment.

COURSE OBJECTIVES:

Upon the completion of this course, students should be able to demonstrate an advanced understanding of the principles and practices of international marketing. Specifically, students will learn to:

1. Understand and assess the drivers and consequences of globalization, its impact on specific regions, and the emerging concerns about its influences on countries around the world
2. Compare and contrast different political, legal, and economic systems and technological forces and their impact on international management
3. Understand and appreciate the need for ethics and social responsibility in international management, and the growing pressures on firms to act in an ethically and socially responsible manner in their global business operations
4. Describe and apply the concept of “national culture” and, using the typologies of Hofstede and Trompenaars, explain how the culture of one group of people can be distinguished from that of another, and the implications of these differences for international management
5. Explain and understand the challenges of managing across cultures
6. Understand the relationship between national culture and organizational culture, integrate those concepts within the context of international management decision-making, and appreciate the challenges of diversity in the modern work environment
7. Describe the challenges to and apply the most important elements of effective cross-cultural negotiation and communication
8. Integrate and apply the basic elements of international strategic management, including the pressures and cost/benefits of strategies that emphasize global integration versus local adaptation; describe the specialized strategies required for emerging economies and for international new ventures
9. Compare and contrast the modes of entry and the basic choices for organizing firms involved in international business and describe the conditions under which specific entry modes and organizational structure are most effective
10. Describe methods used to analyze and assess political risk and how MNCs apply those methods as they attempt to manage the level of political risk in developed and developing countries, appreciate the broader efforts firms make to manage their relations with host governments, and discuss the various options for managing alliances and joint ventures, especially those in which host governments are involved
11. Explain and apply the mechanisms for ensuring effective control and decision-making in international organizations
12. Understand the tools and techniques used to provide motivation and incentives for employees across cultures, including compensation, benefits, work teams, and other approaches
13. Understand the importance of leadership to international management, including the role of different leadership types and practices and the importance of entrepreneurial and ethical and socially responsible leadership

14. Understand and describe the practices for recruiting, selecting, training and deploying employees internationally, including the challenges of expatriate placement and repatriation

TEACHING METHODOLOGY:

The class will be conducted as an interactive student-centered exchange. Students will take an active role in their own education. The class will involve discussion and dialogue as major elements in the learning strategy, although PowerPoint presentations are provided for overview of the subject content. Individual participants will be responsible for completing reading assignments and participating in discussion of those readings.

CLASSROOM POLICY:

All members of the class must carry out agreed upon assignments and abide by the time lines and deadlines specified.

EVALUATION POLICY AND SPECIAL INSTRUCTIONS:

The grading structure for this course is as follows:

<i>Weekly Quizzes (10 questions weekly x 14 weeks)</i>	140
<i>Project 1 (Individual): Globalization Impact Report</i>	300
<i>Participation (Individual)</i>	210
<i>Project 2 (Individual) Case Analysis</i>	350
Total Points	1,000

Weekly Quizzes 140 points (Multiple-Choice):

You are required to complete weekly quizzes (10 questions each week for 14 weeks—140 points total). Please DO NOT take any of the weekly quizzes until you have read the associated chapter and instructions carefully. Although the quizzes are set to be taken anytime, you have only one shot at each quiz and they are scheduled to expire 50 minutes from the time you start the quiz (there is no option in the system to start, stop and return to finish a quiz once it is opened). Each one question is worth 1 point. Your grade will automatically appear and recorded on your grade book after the allotted time expires. Please do not start the quiz until you have read the relevant chapter and have fully prepared to take it. There are no second chances.

Project 1 (Individual): Globalization Impact (300 points). You will prepare a report on the impact of globalization on any country other than those featured in the textbook in the International Spotlight sections. You should pay particular attention to some of the main forces associated with globalization (technology, trade and integration, offshoring and outsourcing, migration, transportation, environmental pollution) and the impact of these forces on different stakeholders (such as domestic companies, workers, farmers, indigenous cultures, and different demographic groups) within that country. You should draw some implications of these issues and their impacts to international management practices. Your analysis should also integrate the readings and cases covered in the textbook. This paper should not exceed 10 pages, double-spaced, with references from both the textbook and from at least 3-4 reliable outside sources (not Wikipedia).

Participation (210 points) total (*Individual*). Every student is required to participate and to make comments in the discussion board addressing the questions or issues presented in “World of BusinessWeek—Revisited” found at the end of each chapter. Although discussions must remain civil, debate is encouraged. Effective communication is an essential managerial skill. Actively participate in the weekly discussions to earn the most points possible.

Project 2 (Individual) Case Analysis: (350 points). Your task is to present the main findings of one of the cases in our textbook. To guide you in the development of your written case report, and the analysis and identification of the main issues, you will find several questions listed at the end of each case. These questions are meant to be the starting point for your group discussion. It is particularly crucial that your report include your detailed recommendations to the management of the firm under study. These recommendations carry the highest weight.

1. An *analysis* of the firm, its performance and the competitive environment,
2. The identification and a description of the main *issues*,
3. The identification of *alternative* solutions followed by a brief discussion of their respective benefits and drawbacks. You should consider broad alternatives beyond the firm’s current practices.
4. Your *recommendations* of the appropriate solution, the *course of actions needed* for its implementation, and the potential consequences.

Please post your completed case analysis in the student website file on our MyCourses page. Feel free to create and upload any documents on your page that you may need to effectively make your case. Please note that all class members, including your professor, can see every page. This should be an opportunity for all of us to provide feedback, collaborate and to learn from each other. This analysis should be approximately 10-12 double-spaced pages (with complete references).

Grading Scale:

	<u>Minus (-)</u>		<u>Plus (+)</u>
A =	900 - 929	930 - 969	970 - 1,000
B =	800 - 829	830 - 869	870 - 899
C =	700 - 729	730 - 769	770 - 799
D =	600 - 629	630 - 669	670 - 699
F =	N/A	0 - 590	N/A

Schedule of Activities:

The following schedule is tentative. While dates of quizzes, crossing borders and case analyses are *not* subject to change, daily activities and assignments may change at the discretion of the professor, and additional readings and/or homework may be assigned.

Week	Unit	Topics	Assignments
1	<i>Environmental Foundation</i>	1. Globalization and International Linkages	Chapter 1 Weekly Quiz
2		2. The Political, Legal, and Technological Environment	Chapter 2 Weekly Quiz
3		3. Ethics and Social Responsibility	Chapter 3 Weekly Quiz
4	<i>The Role of Culture</i>	4. The Meanings and Dimensions of Culture	Chapter 4 Weekly Quiz
5		5. Managing Across Culture	Chapter 5 Weekly Quiz
6		6. Organizational Culture and Diversity	Chapter 6 Weekly Quiz
7		7. Cross-Culture Communication and Negotiation	Chapter 7 Weekly Quiz
8	<i>International Strategic Management</i>	8. Strategy Formulation and Implementation	Chapter 8 Weekly Quiz
9		9. Entry Strategies and Organizational Structures	Chapter 9 Weekly Quiz
10		10. Managing Political Risk, Government Relations, and Alliances	Chapter 10 Weekly Quiz Project 1 (Individual): Globalization Impact study due
11		11. Management Decision and Control	Chapter 11 Weekly Quiz
12	<i>Organizational Behavior and Human Resource Management</i>	12. Motivation Across Cultures	Chapter 12 Weekly Quiz
13		13. Leadership Across Cultures	Chapter 13 Weekly Quiz
14		14. Human Resource Selection and Development Across Cultures	Chapter 14 Weekly Quiz
15	<i>Final Exercises</i>	Project Completion	Project 2 (Individual): Case Analysis due