



## **BCLA BUSN 3370 Intercultural Management**

### **CAPA BARCELONA PROGRAM**

#### **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.

#### **Requirements and Prerequisites**

There are no prerequisites for this course. Students with or without prior international management knowledge will benefit from the course.

#### **Developmental Outcomes**

Students should demonstrate: responsibility & accountability, independence & interdependence, goal orientation, self-confidence, resilience, appreciation of differences.

#### **Class 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 grades. 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.

### **Assessment/Grading Policy**

• <b><u>Presentations/Participation</u></b>	<b>10%</b>
• <b><u>Mid-term exam</u></b>	<b>30%</b>
• <b><u>Management of Change Case Study</u></b>	<b>30%</b>
• <b><u>Final Exam</u></b>	<b>30%</b>
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<b>Overall grade</b>	<b>100%</b>

DESCRIPTOR	ALPHA	NUMERIC	GPA	REQUIREMENT/EXPECTATION
Outstanding (High Distinction)	A	93+	4.0	Maximum grade: In addition to description for grade "A-", the student shows detailed understanding of materials about which he or she can show independent analytical ability. This means the ability to question an issue from different perspectives and evaluate responses in an objective manner.
Excellent (Distinction)	A-	90 - 92	3.7	Student shows understanding of literature beyond the textbook/class hand-outs/class notes, and the work shows a high level of independent thought, presents informed and insightful discussion and demonstrates a well-developed capacity for evaluation.
Very good (High Credit)	B+	87 - 89	3.3	Shows evidence of a capacity to generalise from the taught content, or the material in literature, or from class lectures in an informed manner. Also, the work demonstrates a capacity to integrate personal reflection into the discussion and an appreciation of a range of different perspectives.
Good (Credit)	B	83 - 86	3.0	The work is well organised and contains coherent or logical argumentation and presentation.
Good (Credit)	B-	80 - 82	2.7	Student shows understanding of literature beyond the textbook and/or notes, and, there is evidence of additional reading.
Average (Good Pass)	C+	77-79	2.3	The work demonstrates a capacity to integrate research into the discussion and a critical appreciation of a range of theoretical perspectives. Also, the work demonstrates a clear understanding of the question and its theoretical implications and demonstrates evidence of additional reading.
Adequate	C	73 - 76	2.0	Shows clear understanding and some insight into the material in the

(Pass)				textbook and notes, but not beyond. A deficiency in understanding the material may be compensated by evidence of independent thought and effort related to the subject matter.
Below Average (Borderline Pass)	C-	70-72	1.7	Shows some understanding of the material in the textbook and notes. A deficiency in any of the above may be compensated by evidence of independent thought related to the subject matter.
Inadequate (Borderline Fail)	D+	67 - 69	1.3	Fails to show a clear understanding or much insight into the material in the textbook and notes
Poor (Fail)	D	60 - 66	0.7 - 1.0	Besides the above for D+, student has not shown interest or engagement in the class work or study.
Poor (Fail)	F	<60	0	Shows little or no understanding of any of the material
Incomplete	I			Please see CAPA policy in the Faculty Handbook.

### **Dress Code**

No requirements.

### **Course Materials**

#### **Required Readings:**

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

Selected articles, Internet back-up, case studies, and supplemental research

Suggested daily and weekly reading:

Text chapters, business cases and articles, as assigned (required)

In English: Business Week, The Economist, Time

### **Weekly Course Schedule**

<b>Week</b>	<b>Theme</b>	<b>Topic</b>	<b>Homework</b>
1	Understanding the Role of Culture	Understanding the Role of Culture	Culture exercise Case study
2	Understanding the Role of Culture	Assessing the Environment – Political, Economic, Legal, Technological	Culture exercise Case study
3	Understanding the Role of Culture	Communicating Across Cultures Assessing the Environment – Political, Economic, Legal	Culture exercise Case study prep
4	Communicating Across Cultures	Managing Interdependence: Social Responsibility and Ethics	Communication exercise Case study prep
5	Motivation	Managing Interdependence: Social Responsibility and Ethics	Motivation and ethics exercise Case study
6	Motivation	Cross-Cultural Negotiation and Decision Making	
7	Preparation class	Mid-term exam	
8	Leadership	Cross-Cultural Negotiation and Decision Making	Leadership and Nego- tiation exercise Case study
9	Mid-term Break		
10	Leadership	Formulating Strategy	Leadership and Strategy exercise

			Case study prep
11	Power	Global Alliances and Strategy Implementation	Power and Strategy exercise Case study prep
12	Leadership	Organization Structure and Control Systems	Leadership and Structure exercise Case study prep
13	Managing Change	Staffing and Training for Global Operations	Case study prep
14	Management Project presentation	Management project presentation	
15	Final Exam		

## **Attendance, Participation & Student Responsibilities**

**Attendance:** CAPA has a mandatory attendance policy. Attendance is taken at the beginning of every class. Unauthorized absence from class will result in a reduction of the final grade and potentially a failure for the course.

**Missing classes for medical reasons:** If you need to miss a class for medical reasons or for a family emergency, you must send an e-mail to let the Resident Director know at least one hour in advance of your class or meeting at the following e-mail: \_\_\_\_\_. Note that calling the CAPA Center (\_\_\_\_\_) is acceptable only if you do not temporarily have access to the internet. An e-mail is still required as quickly as you can get access to the internet again. You will need to provide evidence of the reason for your absence. Unexcused absences will result in a grade reduction. In the event of a missed class or field trip, it is your responsibility to contact your instructor and make up any missed assignments.

**Class Participation:** Students are expected to participate actively and critically in class discussions, and the participation portion of the class will be graded accordingly. Students must read assignments BEFORE the class, and come in on time. Participation is a vital part of your grade: students are expected to participate orally in seminars and in online forums and discussions in a critical and evaluative manner; to interact with the faculty and fellow students with respect and tolerance; and to actively engage in discussion. Derogatory or inflammatory comments about the cultures, perspectives or attitudes of others in the class will not be tolerated.

**Academic Integrity:** A high level of responsibility and academic honesty is expected. Because the value of an academic course depends upon the absolute integrity of the work done by the student, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work and class behavior. Plagiarism and cheating will result in dismissal from the program. See the Handbook of CAPA Academic Policies for more information and resources on plagiarism.

**Use of electronic equipment in class:** All devices such as laptops, I-pods, I-pads, netbooks, notebooks and tablets, smartphones, cell phones, etc. are **NOT** allowed unless you have express permission from the faculty or you have been instructed to do so. If you require an accommodation to use any type of electronic equipment, inform the Resident Director at the beginning of Term.

**Use of Electronic Translators:** In Language courses students are NOT allowed to use electronic translators for writing texts in the target language: those submitting compositions and texts of whatever kind translated in such a fashion will receive a final F grade for the course.

**Late Submission:** Late submission of papers, projects, journal entries, pieces of homework and portfolios is only permitted with prior approval. A request must be made to the relevant Faculty member no later than two days prior to the due date. Late submission without prior approval will result in a full alpha grade penalty. In either case, work cannot be submitted after feedback has been provided to the rest of the class on the relevant assessment or one week after the due date whichever comes first, after which point a grade of F will be given for the assessment.

**Behavior during Examinations:** During examinations, you must do your own work. Unless specifically instructed by the lecturer or instructor, talking during an exam is not permitted, nor may you compare papers, copy from others, or collaborate in any way. Any failure to abide by examination rules will result in failure of the exam, and may lead to failure of the course and disciplinary action.