

Syllabus of the course «International Management I»

Approved by
Academic council of the Global Business
Master's programme
Protocol № as of «__» ____ 20__

Author(s)	Mikhail Plotnikov Elena Zinchak
ECTS	3
Contact hours	24
Self-study	114
Year	1st
Teaching format	Full time

I. COURSE AIM, LEARNING OUTCOMES AND PREREQUISITES

The aim of the course «International Management I» is to develop an understanding of cultural differences, the skills to manage those differences effectively and the knowledge to navigate in complex multicultural situations. In addition, they will explore how the most effective leaders and companies utilize cultural differences as team and organizational assets.

Upon the completion of the course the student should:

know:

- specific features of global organizations
- key peculiarities of communication across cultures
- how cultures impact all the aspects of management process within global companies and its implications for global managers

be able to:

- bridge cultures, anticipate and build off of the cultural differences
- benchmark management styles from around the globe and adapt accordingly
- manage and lead cross-cultural teams (mastering cross-cultural management techniques)

have skills in:

- managing intercultural differences
- resolving intercultural conflicts
- organizing the smooth functioning of intercultural teams

The course is based on the following prerequisites (topics):

- management basics
- foundations of strategic management

The fundamental principles of the course should be later used in mastering the following courses:

1. International Management II
2. International Marketing
3. Project Seminar
4. Cultural Awareness
5. Global Governance
6. Research Seminar Managing International Projects

To successfully complete the course the students should have the following knowledge and competences:

- foundations of management
- foundations of team management
- foundations of communications
- understanding of the way culture impacts management style.

II. COURSE CONTENT

Topic 1. Understanding Global Organizations.

The globalization of business. The role and significance of global organizations. The types and expressions of global organizations in the contemporary world. Types of global business activities. Complexity in global organizations: diversity, interdependence, ambiguity, flux. International careers. Global organization processes and structures. Virtual collaboration. Knowledge exchange.

Topic 2. Cultures and Their Implications for Management.

Facets and levels of culture. Individualism vs collectivism; power distance; uncertainty avoidance; masculinity vs femininity; long vs short term orientation. Dimensions of culture in business. Business cultures. Culture and style of management. Culture and corporate structures. Culture and leadership. Culture and corporate strategy. Global work culture.

Topic 3. Managing Cross-Cultural Negotiations: The Foundations.

Cultural values and its implications for negotiation norms: individualism vs collectivism; social networks; cooperation; in-group favoritism; social loafing versus social striving; emotion and inner experience; dispositionalism vs situationalism; preferences for dispute resolution; egalitarianism vs hierarchy; direct vs indirect communication. Key challenges of intercultural negotiations. Predictors of success in intercultural interactions. Advice for cross-cultural negotiations.

Topic 4. Managing Global Teams.

Designing and forming effective global teams. Complimentary roles and responsibilities. Developing cross-cultural effectiveness. Fostering multicultural decision-making. Cross-cultural leadership and leadership styles (charismatic, innovative, command and control, laissez-faire, pace setter, servant, situational, transformational). Cross-cultural motivation and discipline. Cross-cultural relationship and trust building. Managing a geographically dispersed team. Strategies for Supporting Virtual Teams. The SPLIT framework. The challenges of remote management. Information sharing and using various communication techniques and technologies. Best practices.

III. GRADING

Cumulative grade of the ongoing assessment is calculated as follows:

$$G_{\text{cumulative}} = G_{\text{participation}}$$

$$G_{\text{cumulative final}} = 0,4 \cdot O_{\text{essay}} + 0,6 \cdot G_{\text{cumulative}}$$

The final grade for the final assessment in the form of an oral exam (G_{final}) is calculated by the following formula, G_{exam} being the student's performance during the exam itself:

$$G_{\text{final}} = 0,3 \cdot G_{\text{exam}} + 0,7 \cdot G_{\text{cumulative final}}$$

The rounded final grade for the course (G_{final}) will be listed in the diploma.

IV. SAMPLE ASSESSMENT TOOLS

Tools for ongoing assessment

Project work – case study

The project work has the form of a case study. Groups will choose a particular international organization of the contemporary business world, and use this to illustrate and illuminate problems or best practices of cross-cultural management.

The aim of the project work is to develop an understanding of the role and significance of international organizations, as well as enhance independent analytical skills by connecting relevant theories and concepts to an empirical case of international organization.

Sample topics for the project

Best practices/failures in the field of cross-cultural management, e.g. in:

- cross-cultural transaction negotiations or dispute resolution
- building off of cultural differences
- managing multicultural teams
- managing virtual teams

Best practices should be described and adapted for a company embedded in a different culture (e.g. Russian, Austria or Italian).

Failures should be described as well as analyzed as to what were the related problems and ways to cope with them.

Requirements:

1. The case must not be repeated within the group
2. The project is carried out in groups of up to 3 students
3. The project is comprised of two parts: analytical report and presentation of the results with the following criteria

Report: 1000-1500 marks 14 font with 1.5 spacing

Must contain: company background information, description of the cited case, case analysis, conclusions (especially concerning the replication of the outcomes in a different context; or recommendations what could have been done differently for better outcomes)

Presentation: ppt, 10-15 slides, oral defense by all of the group members

Evaluation of the project is based on the following criteria: ability to link theoretical material to a specific practical case, depth of the analysis and interpretation of information, structured logic and reasoning, level of own recommendations.

Tools for final assessment

Oral exam

Sample exam questions:

1. Discuss the main features of global organizations. Compare and contrast them with players within one country.
2. Discuss the main concepts of International Management.
3. Please characterize the nature of cross-cultural leadership?
4. Explain how culture shapes management and/or leadership style.
5. Describe culture according to Hofstede. What are some of the critiques of his works?
6. Please analyze the three target cultures within the programme and identify key differences in management approach. Give advice on how to successfully “blend in” into one of these cultures (which is not your own).
7. Discuss the foundations of negotiating and resolving disputes with representatives of different cultures.
8. Please comment on SPLIT framework for managing virtual teams.
9. Please explain how national labor laws impact the work ethics. Please cite 2-3 examples to substantiate your answer.
10. Please give your suggestions for designing a successful global team.

V. RESOURCES

5.1 Main literature

1. Organizational Culture and Leadership Management [Электронный ресурс] / Edgar H.Schein; БД Books 24x7. – 4th edition. – Jossey-Bass, 2010. – 464 с. – ISBN 9780470190609. – Режим доступа: <https://library.books24x7.com/toc.aspx?bookid=36500>. - Загл с экрана.
2. Thompson, L. The Mind and Heart of the Negotiator [Электронный ресурс] / L.Thompson; БД EBSCO. – 6 ed., global ed. – Boston : Pearson, 2015. – 398 p. – ISBN 9781292073330. – Режим доступа: <http://eds.a.ebscohost.com/eds/detail/detail?vid=28&sid=db1fbdf0-38e5-49aa-bcdf-752d8efd757d%40sessionmgr4009&bdata=JnNpdGU9ZWRzLWxpdmU%3d#AN=1419288&db=nlebk> . – Загл. с экрана.

5.2 Further readings

1. Холден, Н.Дж. Кросс-культурный менеджмент. Концепция когнитивного менеджмента [Электронный ресурс]: учебное пособие / Н. Дж. Холден; пер. с англ. под ред. проф. Б. Л. Ерёмина; ЭБС

Znanium. - М. : ЮНИТИ-ДАНА, 2012. - 384 с. - (Серия «Зарубежный учебник»). – Режим доступа: <http://znanium.com/bookread2.php?book=391710>. – Загл. с экрана.

2. Гальчук Л. М. Основы кросс-культурной коммуникации и менеджмента: практический курс=Essentials of Cross-cultural Communication: A Practical Course [Электронный ресурс]: учебное пособие / Л.М.Гальчук; ЭБС Znanium. - М.: Вузов. учеб.: НИЦ ИНФРА-М, 2015. – 240 с. – Режим доступа: <http://znanium.com/bookread.php?book=472675>. – Загл. с экрана.

5.3 Software

№	Name	Access
1.	Microsoft Windows 7 Professional RUS Microsoft Windows 10 Microsoft Windows 8.1 Professional RUS	<i>Из внутренней сети университета (договор)</i>
2.	Microsoft Office Professional Plus 2010	<i>Из внутренней сети университета (договор)</i>

5.4 Professional database, enquiry systems, internet sources (electronic educational resources)

№ п/п	Name	Access
	<i>Professional database, enquiry systems</i>	
2.	Электронно-библиотечная система Юрайт	URL: https://biblio-online.ru/
	<i>Internet sources, electronic educational resources</i>	
1.	Открытое образование	URL: https://openedu.ru/
2.	Электронные образовательные ресурсы	<i>Договор на использование электронных баз данных/по подключению и обеспечению доступа к базам данных</i>

5.5 Course support

Lecture rooms for the course classes are equipped with the necessary tools for the course visual aids demonstration:

- computer with access to the internet (operational system, office software packages, antivirus software);
- multimedia projector with remote control.