
MG345 MANAGEMENT ACROSS BORDERS
IES Barcelona Syllabus – Last updated: April 30th, 2008

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 classify different cultures will be introduced.

Through texts and case studies, the impact of national and 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 both the EU and Asian environments. (3 credits)

INSTRUCTOR: Beth Kuhnlein

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.

LANGUAGE OF PRESENTATION: English

REQUIRED WORK AND FORM OF ASSESSMENT:

- **Participation (20%): attendance (10%) + presentations and contributions to discussions (10%):** Students will be required to participate in at least two team presentations of the case studies/articles as part of their participation score. Students are also expected to actively contribute to the class discussion questions based on the readings.
- **Field Study Papers (10%):** Two short field study papers will explain your two self-guided field studies which you will do with a partner. These two field studies are intended to give you first-hand information regarding. A Spanish business and an international business in Barcelona. The two short paper (1 – 2 pages each, 1.5 spaced) will explain the results of each field study and **are due by Session 9**. You will be expected to share your experience in small group discussions on that day.
- **Individual Research Paper (15%):** 5-6 pages 1.5 spacing is **due anytime before Session 20**. Your paper should take advantage of one of your travel experiences (e.g. France, Italy, Germany etc.) It will require both research into the subject matter and direct contact with someone from that location to support/challenge your findings. Your topic must be approved beforehand (e.g. A report on a country and its management style “France and the French Management Style”, or “Business Opportunities in Post-Communist Prague”).
- **Final Presentation (15%):** This presentation will be done in teams (2 or 3 students) and will explain the experience of a country going beyond its borders (e.g. “Starbucks Goes International”). Presentations will be done over the last 3 or 4 class sessions.
- **Exams (40%): Midterm (20%) and Final (20%)**

IES ATTENDANCE POLICY: Attendance is mandatory for all IES classes, including field studies. Students are permitted 3 absences in IES area studies courses and 5 absences in IES Spanish language courses with no impact on the final grade. These include absences due to illness, delayed flights, interviews, family celebrations, or any other personal commitments. Beyond these absences, one half of a letter grade will be deducted from the final grade for each additional absence. If a student is absent more

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than 7 times for area studies courses or 10 times for language courses, the student will receive an F for the course.

LEARNING OUTCOMES: By the end of the course, the students are able to:

- identify the key cultural dimensions and sphere 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: organizational structure, strategy, human resource management etc.
- use tools that will help a manager to add value in a multicultural business environment.

CONTENT:

Session 1: Understanding the Role of Culture in Management. Overview of the course. Introduction to the meaning of culture: trying to convey how culture plays a key role in modern organizations.

Required readings: none

Session 2: Exploring and Defining Culture. Provide a framework to detect the key dimensions of culture and ways to analyze them.

Required readings:

Chapters 1& 2, Schneider, Susan and Jean-Louis Barsoux (2002). *Managing Across Cultures*. Second Edition. London: Prentice Hall.

Session 3: Understanding how national environments may affect the competitiveness of organizations . In today's session you will also receive more details regarding your two self-guided field studies which you will do with a partner. The papers for these field studies are due in Session 9. You will also be expected to explain your experiences in that session in small groups.

Required readings:

Porter, Michael (1990). The Competitive Advantage of Nations. *Harvard Business Review*. March-April: 73-93.

Session 4: The Spheres of Culture. Determining the different areas of influence and interaction of culture and subcultures: according to region, industry, company, profession and function.

Required readings:

Chapter 3, Schneider, Susan and Jean-Louis Barsoux (2002). *Managing Across Cultures*. Second Edition. London: Prentice Hall.

Session 5: Cultural approaches to management. Hofstede's classic contributions.

Required readings:

Hofstede, Geert (1993). Cultural Constraints in Management Theories. *Academy of Management Executive*, 7(1): 81-94.

Session 6: Cultural approaches to management (continued). Using a framework we are going to discuss the Chinese Negotiation.

Required readings:

Graham John L. and Lam, Mark L. (2003). The Chinese Negotiation. *Harvard Business Review*, October 2003: 1-9.

Session 7: Corporate cultures of visionary companies.

Required readings:

Collins, James and Jerry I. Porras (1997). Cult-Like Cultures. In *Built to Last: Successful Habits of Visionary Companies*: 115-139. New York: Harper Business.

Session 8: Examining the sensitivities around foreign investment in a nation's "cultural assets"

Required readings:

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Kou, Julia and Spar, Debora (1994). *Being There: Sony Corporation and Columbia Pictures*. Harvard Business School: 9-795-025.

Loveman, Gary, and Schlesinger, Leonard A. and Anthony, Robert T (1993). *Euro Disney: The First 100 Days*. Harvard Business School: 9-693-013.

Session 9: An illustration: Doing business in Spain.

Field Study. Students will share their field study experiences in small groups. **Papers are due today**

Required readings:

Wesley, David T.A., and Athanassiou, Nicholas and Lane, Henry W., and McNett, Jeanne M. (2002). *Blue Ridge Spain*. Richard Ivey School of Business: Ref. 9B02M003

Session 10: Culture and Organization Structure Introduction to organizational design, and the characteristics of different organizational structures.

Required readings:

Chapter 4

Schneider, Susan and Jean-Louis Barsoux (2002). *Managing Across Cultures*. Second Edition. London: Prentice Hall.

Session 11: 1. *Culture and Organization Structure (cont.) A dual global-local matrix strategy Case Discussion: ABB and a closer look at a global matrix.*

2. *Review for Midterm Exam.*

Required readings:

Bartlett, Christopher A (1993). *ABB's Relays Business: Building and Managing a Global Matrix*. Harvard Business School: 9-394-016.

Session 12: **Midterm Exam**

Session 13: *Culture and Strategy. The basics of strategy. Analysis of strategy within an international environment and the implications of a global expansion decision.*

Required readings:

Chapter 5. Schneider, Susan and Jean-Louis Barsoux (2002). *Managing Across Cultures*. Second Edition. London: Prentice Hall

Session 14: Culture and Strategy (cont.) how does a national culture affect strategy? To what extent do different approaches to strategy reflect different underlying cultural assumptions? In this session we will look at the strategy of Zara, an innovative Spanish firm, expanding abroad.

Required readings:

D'Andrea, G. and D. Arnold (2003). *Zara*. Harvard Business School, March: 9-503-550.

Session 15: In this session we will describe the problems of one of the largest retailers in the US trying to penetrate the Japanese toy market, the second largest in the world.

Required readings:

Spar, Deborah (1999). *Toys "R" Us Japan*. Harvard Business School, February: 9-796-077.

Session 16: Culture and Human Resource Management

A basic description of different "menus" in human resource management and their implications. The impact of culture in personnel selection, management training and development, appraisal and compensation. Then a look at a case illustrating an attempt to transplant a successful HRM system across borders and the difficulties encountered.

Required readings:

1. Chapter 6. Schneider, Susan and Jean-Louis Barsoux (2002). *Managing Across Cultures*. Second Edition. London: Prentice Hall.
2. Bartlett, Christopher A. and J. O'Connell (1998). *Lincoln Electric: Venturing Abroad*. Harvard Business School, April: 9-398-095.

Session 17: Global business and ethical issues: the highly successful but controversial HRM system of Nike.

Required readings:

Spar, Deborah (2002). *Hitting the Wall: Nike and International Labor Practices*. Harvard Business School: 9-700-047.

Session 18: Asia in Focus: Different cultural models.

Required readings:

Cheng, Cliff (1996). A comparison of the modernistic Toyota model of greenfield start-ups with a premodern Chinese family business transplanted to the USA. *Journal of Organizational Change Management*, 9 (3):18-30.

Session 19: *Europe in Focus: Different cultures coming together to create the "multicultural" team.*

Required readings:

Chapter 8. Schneider, Susan and Jean-Louis Barsoux (2002). *Managing Across Cultures*. Second Edition. London: Prentice Hall.

Frederick W.R. and de la Fuente Rodriguez A (1994). A Spanish Acquisition in Eastern Germany: Culture Shock. *Journal of Management Development*, 13 (2): 42-48.

Session 20: *Europe in Focus: Different Cultures.*

Research Paper Due

Required readings:

Roger, M, and Grol, P. and Schoch, C (1998). *IKEA: Culture as Competitive Advantage*. CPA, Paris Chamber of Commerce.

Session 21: ***Project Presentations***

Session 22: ***Project Presentations***

Session 23: ***Project Presentations***

Session 24: ***Project Presentations*** and ***Course Wrap-Up***

Final Exam

REQUIRED READING:

Bartlett, Christopher A (1993). *ABB's Relays Business: Building and Managing a Global Matrix*. Harvard Business School, (Rev. April 1999): 9-394-016.

Bartlett, Christopher A. and J. O'Connell (1998). *Lincoln Electric: Venturing Abroad*. Harvard Business School, April: 9-398-095.

Cheng, Cliff (1996). A comparison of the modernistic Toyota model of greenfield start-ups with a premodern Chinese family business transplanted to the USA. *Journal of Organizational Change Management*, 9 (3):18-30.

Collins, James and Jerry I. Porras (1997). Cult-Like Cultures. In *Built to Last: Successful Habits of Visionary Companies*: 115-139. New York: Harper Business.

D'Andrea, G. and D. Arnold(). *Zara*. Harvard Business School, March : 9-503-550.

Roger, M, and Grol, P. and Schoch, C (1998). *IKEA: Culture as Competitive Advantage*. CPA, Paris Chamber of Commerce.

- Frederick W.R. and de la Fuente Rodriguez A (1994). A Spanish Acquisition in Eastern Germany: Culture Shock. *Journal of Management Development*, 13 (2): 42-48.
- Ghemawat, Pankaj (2003). The Forgotten Strategy. *Harvard Business Review*, Nov., 81 (11): 76-84.
- Graham John L. and Lam, Mark L. (2003). The Chinese Negotiation. *Harvard Business Review*, Oct. 2003:
- Hofstede, Geert (1993). Cultural Constraints in Management Theories. *Academy of Management Executive*, 7(1): 81-94.
- Kou, Julia and Spar, Debora (1994). *Being There: Sony Corporation and Columbia Pictures*. Harvard Business School: 9-795-025.
- Loveman, Gary, and Schlesinger, Leonard A. and Anthony, Robert T (1993). *Euro Disney: The First 100 Days*. Harvard Business School: 9-693-013.
- Wesley, David T.A., and Athanassiou, Nicholas and Lane, Henry W., and McNett, Jeanne M. (2002). *Blue Ridge Spain*. Richard Ivey School of Business: Ref. 9B02M003.
- Porter, Michael (1990). The Competitive Advantage of Nations. *Harvard Business Review*. March-April: 73-93.
- Schneider, Susan and Jean-Louis Barsoux (2002). *Managing Across Cultures*. Second Edition. London: Prentice Hall.
- Spar, Deborah (1999). *Toys "R" Us Japan*. Harvard Business School: 9-796-077.

RECOMMENDED READING:

- Adler, Nancy J. (2002), *International Dimensions of Organizational Behavior*, Fourth Edition. Canada: South-Western/Thomson Learning.
- Hall, E. T. and M. Reed Hall (1995), *Understanding Cultural Differences: Germans, French and Americans*, Yarmouth: Intercultural Press.