



Nebrija

Centro de Estudios Hispánicos

Course: International Management

Course number: DE 4554

ECTS credits: 6

Prerequisites: None

Instructor: William Orr, Ph.D.

Office hours:

Description

This course will cover relevant aspects of management in an intercultural context, treating topics normally covered in any management class while including international complications. Special attention will be paid to the impact of culture on planning, organizing, staffing, and communicating. Students should acquire basic skills to help them deal with people from different cultural backgrounds (clients, customers, suppliers, subordinates, bosses) and will learn through a limited number of cases, and real-world examples.

Learning objectives

Students who successfully complete this course will be able to:

- ✓ Understand what culture is and how it is learned.
- ✓ Understand how to minimize ethnocentricity.
- ✓ Analyse various customs and distinguish between learned and natural behaviours.
- ✓ Recognize the pitfalls of intercultural communication.
- ✓ Know the difference between high-context and low-context cultures.
- ✓ View their own cultures more clearly.
- ✓ Debate the pros and cons of cultural relativity.
- ✓ Contrast different points of departure for ethical decisions.

Educational activities will be developed by means of different didactic strategies:

- ✓ Theory and Practice
- ✓ Collective and individual tutoring
- ✓ In-class presentations
- ✓ Daily assignments
- ✓ Group assignments
- ✓ Assessments

Contact Hours: 45

Methodology

The course syllabus follows Communicative Approach methods, based on the core principles of procedure conception and constructive acquisition of knowledge. The methodology is based on teaching-learning procedures that are focused on the learner, which encourages active participation and results in the development of general and specific competencies that provide knowledge, capacities and attitudes for their future professional careers.

Form of Assessment

The form of assessment is based on the core principles of the educational assessment, i.e., an active and participative teaching-learning process focused on the learner. The instructor uses numerous and differentiated forms of assessment to calculate the final grade received for this course. For the record, these are listed below. The content, criteria and specific requirements for each assessment category will be explained in greater detail in class.

The final grade consists of three parts: class participation, daily work and exams

- **33% Active in-class participation**
- **33% daily work**
- **34% exams**

Grading Scale goes from 0 to 10.

Numerical Grade Range	Letter grade	Percentage Range
10	A+	100%
9.5 – 9.9	A	95 -99%
9 – 9.4	A-	90-94%
8.5 – 8.9	B+	85-89%
7.5- 8.4	B	75-84%
7 – 7.4	B-	70-74%
6.5 – 6.9	C+	65-69%
6 – 6.4	C	60-64%
5 – 5.9	C-	5-59%
0-4.9	F	0-49%

The final grade will be the average of active in-class participation, daily work and exams.

Attendance Policy

Attendance is compulsory. In order to excuse any absence, students have to deliver a doctor's note or other valid justification to the Academic Co-ordinator.

An absence is equivalent to a session. Two late arrivals of more than 15 minutes will be considered an absence.

Any unjustified absence will negatively affect the students' final grade by lowering his/her participation grade.

The participation grade will be lowered as follows:

NÚMBER OF ABSENCES	PARTICIPATION
3 unjustified absences	- 30%
4 unjustified absences	- 40%
5 unjustified absences	- 50%

If a student has more than 5 unjustified absences, the PARTICIPATION GRADE will be zero (0).

Any student with 7 or more absences will NOT pass the course. Those students whose absences have been properly justified will get *No presentado* (N.P). Excused absences still require the fulfillment of all work, including papers, essays, and exams.

Active Participation

The methodology used in class requires students' daily participation in following:

- ✓ Debates about different topics;
- ✓ Questions posed in class;
- ✓ Opinions and comments;
- ✓ Documents and texts.

Criteria to evaluate participation	Grade
The student very often contributes with important and original comments that encourage debate, using critical and analytical arguments clearly based on reading, investigation, daily work, and class work.	8.5 -10
The student frequently participates voluntarily and makes valuable contributions that are generally based on reflection and daily work.	7- 8.4
The student makes occasional comments, usually only when asked, and shows no clear interest in the course. The student does not start debates nor shows a clear understanding of the importance of class/homework and readings.	5- 6.9
The student makes no comments at all, or makes irrelevant or distracting ones during class. This usually results from frequent absences or a lack of preparation for class.	0- 4.9

Bibliography:

General Reference:

- Ball, D. et al. (2009) *International Business: The challenge of global competition*. McGraw Hill: Boston.
- Bonache, J. & Cabrera, A. (2002) *Dirección estratégica de personas: evidencias y perspectiva para el siglo XXI*. Prentice Hall: Madrid.
- Dowling, Peter et al. (2007) *International Human Resource Management: Managing People in a Multinational Context*. London: Thomson Learning.
- Lewis, Richard D. (2006) *When Cultures Collide: Leading across cultures*. Boston: Nicholas Brealey.
- Morrison, Terri & Conaway, Wayne. (2006) *Kiss, Bow, or Shake Hands: The bestselling guide to doing business in more than 60 countries*. Avon, MA: Adams Media.
- Rodrigues, Carl. (1996) *International Management: A cultural approach*. St. Paul: West Publishing.
- Thomas, David C. (2008) *Cross-cultural Management: Essential concepts*. Los Angeles: Sage

Online Reference & Research Tools:

<http://geert-hofstede.com/>

<http://www.kwintessential.co.uk/resources/global-etiquette/spain-country-profile.html>

http://www.culturecrossing.net/basics_business_student_details.php?id=16&CID=189

Further readings may be provided by the teacher.

Virtual Campus

The university offers a virtual platform (Blackboard Collaborate) where students can revise contents, do individual tasks and interact with the other members of the group.

<https://campusvirtual.nebrija.es>

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UNITS

1. Overview
2. Cross-Cultural Communication
3. Cross- Cultural Business Practices and Negotiations
4. Cross-Cultural Decision Making
5. Cross-Cultural Leadership and Motivation
6. The Global Environment
7. International Strategy
8. International Strategy: The Four Ps
9. International Organizational Structures
10. International Managerial Staffing
11. Effective International Human Resource Management
12. Headquarters-Foreign Subsidiary Control Relationships
13. Cross-National Ethics and Social Responsibility