

## MANAGING ACROSS CULTURES AND ORGANIZATIONAL BEHAVIOUR

Essential Information	
Name	Managing Across Cultures and Organizational Behaviour
Degree	Master in International Management
Course	2017-2018
Term	Annual
Credits (ECTS)	6
Hours/week	2 h/s
Type	Compulsory. Basic training
Department	Business Administration. ICADE Business School
Area	Organizational Behaviour / Human Resources

Faculty	
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Tutorships	<i>appointment by email</i>

## BACKGROUND INFORMATION

### Context

#### Contribution to the Master in International Management

Managing Across Cultures and Organizational Behaviour provides the students with an understanding of the critical role played by management of cultural differences within international organizations, both from an strategic point of view and from a human behaviour perspective. We aim for the development of cross-cultural management skills which will be critical in their professional performance in international environments and global teams.

#### Objectives

- To understand how cultures vary and its effects on individuals, groups and organizations, looking for ways to effectively manage the cultural differences.
- To understand human behaviour in organizations: what happens inside organizations and why? by discussing critical individual level, group level and organizational level factors.
- To understand the strategic role of cultural diversity in multinational organizations.
- To understand how cultural differences can impact multinational management strategies looking at the cultures in the most relevant geographic regions.
- To understand basic strategic process at multinational organizations.
- To establish the foundations for the growth of cross-cultural management and global leadership skills.

## CONTENT

### Program

#### **PART 1: Developing across-cultures understanding**

Management and Organizational Behaviour

Culture, Management and Context

Managing Diversity

Personality, Values and National Cultures

Perception and Decision Making

Attitudes and Engagement

Motivation across Cultures

#### **PART 2: Developing across-cultures competencies**

Across-cultures Understanding and Multinationals

Communication across cultures

Managing Groups and Teams across cultures

Leadership across cultures

Power and Politics across cultures

Managing Organizational Culture and Change across cultures

<b>Competencies</b>
<b>Generic Competencies (master)</b>
<b>Instrumental</b>
<p><b>CGI 1.</b> Ability to analyse and synthesize applied to global business and international management</p> <p><b>CGI 2.</b> Problem solving and decision making at strategic, tactical and operations level at multinational organizations.</p> <p><b>CGI 4.</b> Ability to manage information from different sources as key inputs for decision making, identification, formulation and problem solving.</p> <p><b>CGI 5.</b> Basic knowledge of the area</p>
<b>Interpersonal</b>
<p><b>CGP 9.</b> Interpersonal and leadership skills linked to a global mindset: listening, arguing, debating in the context of multicultural teams.</p> <p><b>CGP 11.</b> Questioning and Self-Questioning abilities relevant to understanding of multinational organizational, context and management</p> <p><b>CGP 12.</b> Ethical commitment in the application of moral and organizational values and corporate social responsibility in a context of diverse cultural sensibilities.</p> <p><b>CGP 13.</b> Recognition and respect to dialogue, diversity and cultural diversity</p>
<b>Systemic</b>
<p><b>CGS 14.</b> Ability to learn and work autonomously developing cognitive abilities and knowledge acquisition relevant for an international manager.</p> <p><b>CGS 17.</b> Ability to elaborate and communicate ideas, projects, reports, solutions and problems</p> <p><b>CGS 18.</b> Initiative and Entrepreneurial spirit</p>
<b>Specific Competencies (Knowledge area-course)</b>
<p><b>CE 1.</b> Knowledge and understanding of basic determinants of human behaviour and managerial success in international and cultural diverse organizations, including applied activities to allow the student improving their abilities to navigate international organizations.</p> <ul style="list-style-type: none"> <li>• RA 1. Defines Organizational Behaviour and identifies relevant variables</li> <li>• RA 2. Understands diversity and its effects in the workforce</li> <li>• RA 3. Describes factors driving attitudes and job satisfaction</li> <li>• RA 4. Explains the relationship between personal traits and individual behaviour</li> <li>• RA 5. Links national culture with organizational behaviour</li> <li>• RA 6. Understands that successful skills in one culture are not necessary successful in a cross-cultural context</li> <li>• RA 7. Knows perception and attribution theories in the workplace</li> <li>• RA 8. Knows main learning theories and strategies to influence behaviour</li> <li>• RA 9. Explains the factors involved in decision making in diverse cultural setups</li> <li>• RA 10. Explains impact of power and political behaviour in organizations across different cultural contexts</li> <li>• RA 11. Describes the main theories on motivation, their applications and relation with performance in diverse cultural setups</li> <li>• RA 12. Knows best practices related to groups and teams in multinational organizations</li> <li>• RA 13. Describes main factors involved in effective communication across cultures</li> <li>• RA 14. Summarizes and applies main approaches for global leadership</li> </ul> <p><b>CE 2.</b> Abilities to understand and analyze the different management activities from the perspective of the different business divisions and functional areas.</p> <ul style="list-style-type: none"> <li>• RA1. Understands sources of power and influence for effective management</li> <li>• RA2. Develops a global vision on management competencies and its specific contribution to business</li> </ul> <p><b>CE3.</b> Understands and applies strategic insights in cross-cultural and multinational contexts</p> <ul style="list-style-type: none"> <li>• RA1. Understands cultural differences in different regions and notes strategic guidelines for doing business in each</li> <li>• RA2. Understands the main approaches of the strategic planning process at multinationals</li> </ul>

- RA3. Understands the advantages of different type of organizational structures at multinationals

## TEACHING METHODS

General methods	
The approach to the course is practical, focused on the student, promoting his/her autonomy and active participation, looking for advancing the necessary professional competences for their future career. To develop contents and competences, we will be involved in the following activities:	
Methods (classroom): Activities	Competencies
<b>AF1. Lectures</b> where the professor will present the main contents in a clear, structured and motivating way, supported by audiovisual resources. Essential aspects to promote individual learning. Student feedback and doubts are welcome	<b>CGI 1.</b> Ability to analyse and synthesize <b>CGI 5.</b> Basic knowledge of the area <b>CE1, CE2, CE3</b>
<b>AF2. Lectures with participation.</b> Presentations where the professor explains the basic knowledge with active participation from the students that discuss and debate nuances and challenging points, looking for the correct understanding of the content. Dynamic presentations and structured or spontaneous participation of students are expected. Additional forums based on multimedia.	<b>CGI 4.</b> Ability to manage information from different sources <b>CGI 5.</b> Basic knowledge of the area <b>CE1, CE2, CE3</b>
<b>AF6. Case analysis and discussion.</b> Professor's proposals based on a brief lecture and/or specific material that enable application of theoretical knowledge and promote discussion skills. Based on professional materials adapted to the course, it is expected to train students in problem solving abilities together with practicing agile responses to unexpected situations. It is typically a team activity.	<b>CGP 9.</b> Interpersonal abilities: listening, arguing, debating Leadership and Teamworking abilities <b>CGP 12.</b> Ethical commitment <b>CGI 2.</b> Problem solving and decision making <b>CGP 11.</b> Questioning and Self-Questioning abilities <b>CE1, CE2, CE3</b>
<b>AF7. Simulations, role plays, group dynamics.</b> Learning activities where students act like other would do. They involve situational analysis, taking decisions and identification and evaluation of consequences.	<b>CGP 9.</b> Interpersonal abilities: listening, arguing, debating Leadership and Teamworking abilities <b>CGP 13.</b> Recognition and respect to diversity and cultural diversity <b>CGP 11.</b> Questioning and Self-Questioning abilities <b>CE1, CE2, CE3</b>
<b>AF8. Presentations.</b> Individual or Group based. Structured and well prepared content, clear delivery, respect, good reasoning and active participation of all members are some of the key landmarks.	<b>CGP 12.</b> Ethical commitment <b>CGP 11.</b> Questioning and Self-Questioning abilities <b>CE1, CE2, CE3</b>
Methods (outside classroom): Activities	Competencies
<b>AF10. Self-study and additional research</b> that students involve in to better understand and remember specific scientific content looking for a potential application in his/her future professional career. Individual readings (references) and further materials (books, magazines, papers, press, Internet, reports, etc...) <i>Some materials will be uploaded.</i>	<b>CGI 1.</b> Ability to analyse and synthesize <b>CGI 4.</b> Ability to manage information from different sources <b>CGI 5.</b> Basic knowledge of the area <b>CGS 14.</b> Ability to learn and work autonomously <b>CE1, CE2, CE3</b>
<b>AF11. Tutorships</b> (individual or in small groups), to deal with potential problems in learning process, in development of competences and/or to review student progress with individual assignments.	<b>CGI 4.</b> Ability to manage information from different sources <b>CGI 1.</b> Ability to analyse and synthesize

<b>AF12. Monographic research.</b> Cooperative learning activity involving a research assignment in teams. Interdependence is high and individual goals would depend on everybody else in the team achieving their individual objectives.	<b>CGP 12.</b> Ethical commitment <b>CGS 17.</b> Ability to elaborate and communicate ideas, projects, reports, solutions and problems <b>CE1, CE2, CE3</b>
<b>AF15. Organized reading.</b> Reading and articles to evaluate understanding individually or group based.	<b>CGP 11.</b> Questioning and Self-Questioning abilities <b>CGP 12.</b> Ethical commitment <b>CE1, CE2, CE3</b>

## GRADING

Grading activities	Key criteria	WEIGHT
<b>WRITTEN FINAL EXAM:</b> <ul style="list-style-type: none"> <li>Content: everything covered in class.</li> <li><b>A pass grade is a requirement for the course</b></li> </ul>	<ol style="list-style-type: none"> <li>Ability to synthesize</li> <li>Ability to apply contents</li> <li>Ability to understand and integrate</li> <li>Ability to reason and communicate</li> </ol>	<b>50%</b> <b>(20% part I; 30% part II)</b>
<b>Final project (real organization)</b>	Three milestones: <ol style="list-style-type: none"> <li>Exec Plan</li> <li>Written report</li> <li>Final presentation</li> </ol>	<b>25%</b>
<b>Individual and Group activities/participation</b>	Initiative, innovation and quality	<b>25%</b>

## APPROXIMATE DEDICATION (HOURS)

Summary			
<b>CLASSROOM = 59h.</b>			
<b>Lectures</b>	<b>Seminars</b>	<b>Guided activities</b>	<b>Final Exam</b> 2 hours <i>Exam revision 1 hour</i>
28 hours	28 hours	Included in Seminars	3 hours
<b>OUTSIDE CLASSROOM = 91h.</b>			
<b>Working on theoretical content</b>	<b>Working on practical content</b>	<b>Final project</b>	<b>Self-study</b>
30 horas	30 horas	20 horas	11 horas
<b>ECTS 6: 6*25 hours =150 h TOTAL WORK</b>			

## GRADING (RETAKE)

Written final exam 100%: Exam content: References, Slides and Moodle materials.

## REFERENCE AND MATERIALS

Basic Reference
<b>Textbook</b>
<b>ADLER, N., GUNDERSEN A. (2008): International Dimensions of Organizational Behaviour (5th edition). Thompson</b>
<b>LUTHANS F., DOH J.P. (2012): International Management. Culture, Strategy and Behaviour</b>

(11th or 12th edition)
<b>ROBBINS S.P. (2014): Organizational Behaviour (16th Global Edition). Pearson Education</b>
<b>STEERS R.M., NARDON L., SANCHEZ-RUNDE C.J. (2016) Management across Cultures: Developing Global Competencies. Cambridge University Press (3rd edition).</b>
<b>THOMAS D. C., PETERSON M.F. (2017) Cross-Cultural Management: Essential Concepts SAGE Publications, Inc; (4th Edition)</b>
<b>Book chapters / Articles / Additional materials</b>
Depending on the specific topic
<b>Additional References</b>
<b>Textbook</b>
BROWAEYS M.J., PRICE R. (2011). Understanding Cross-Cultural Management (2nd edition). Pearson Prentice Hall FT.
HUCZYNSKI A.A., BUCHANAN D.A. (2013). Organizational Behaviour (8th edition). Pearson.
GRANT (2016): Contemporary Strategy Analysis (9th edition). Wiley.
LUTHANS (2011): Organizational Behavior (13rd edition). McGraw-Hill/Irwin.