

<b>MASTER COURSE:</b>	<b>Mestrado Profissional em Gestão Internacional (MPGI)</b>
<b>COURSE:</b>	<b>Global Management Practice</b>
<b>CREDITS:</b>	<b>6 ECTS</b>
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## **COURSE SYLLABUS**

### **COURSE DESCRIPTION**

This course involves the study of global management practices in the context of understanding multicultural and international affairs. The aims of the course are to understand the impact of culture on international management; to identify the areas in which cultural differences present a challenge in communication with persons of different cultures; to explore our cultural backgrounds and distinctive management assumptions and practices; and finally to become more self aware of our cultural conditioning, individual biases and assumptions and to understand the management implications it has on our interactions with people who are different from us.

### **LEARNING GOALS**

**Main objective:** to help participants understand and be prepared for the **INDIVIDUAL** challenges they will face as international managers and leaders.

#### **Specific Objectives:**

- to enhance students' awareness (including self-awareness) of global management issues;
- to apply theories and concepts to a range of different cultural and organizational settings;
- to analyze and synthesize different theories and concepts and critically evaluate their usefulness in addressing the problems of managing people from different cultures;
- to develop understanding of local, regional and global economic, social, political, cultural and institutional factors to inform effective business decision-making;
- to compare and contrast managerial practices related to different institutional and cultural settings.

### **COURSE CONTENT**

1. Culture and Societal Culture - concepts and definitions
2. Ethics and values in cross cultural contexts
3. The competences of a Global Leader
  - 3.1. Leadership
  - 3.2. Team management

- 3.3. Communication
- 3.4. Flexibility
- 3. Global Management Practices

## **LEARNING / TEACHING**

Through self-analysis, lectures and discussions, case studies and readings, conceptual frameworks, field projects/assignments - we will embark on an eight-week journey together to jointly discover the challenges you will face as an international manager, and how you should get ready to face them.

The fact that this is an International master class provides a wonderful opportunity to focus on the immediate relevance of the issues discussed in class to your life and day-to-day experience. The class is therefore designed to provide for plenty of discussion, interaction, and feedback. The more your willingness to share examples, insights, hunches, confusion and questions, the more successful we will be in making the concepts immediately useful. Please come ready to share both your thoughts on the readings and your life experiences.

This course is VERY time intensive, and it is NOT recommended to be taken by students with a heavy term load or with travel commitments that may jeopardize their performance.

## **POLICIES**

### **FGV/EAESP POLICIES**

Academic Honesty - FGV-EAESP is committed to high standards of academic honesty. Academic dishonesty as plagiarism, unethical behavior, etc has disciplinary actions associated with it.

Class attendance is mandatory and each session is composed of 4 periods of 50 minutes each. The student can miss a total of 25% of all periods.

### **CLASS ROOM POLICIES**

Students should prepare previously, reading the assigned texts and cases.

Most exercises and case studies will be conducted during class. In class exercises cannot be made up if you missed the class.

Behavior in class discussions and group activities should be responsible, should exhibit open communication, be constructive, and helpful. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises.

## GRADING CRITERIA

	Weight	Due Date & Delivery Method
Classroom grade	10%	
A) Team Project 1 -	20%	Report, due on the 5th day of class
B) Team Project 2 -	30%	Report of <b>team's</b> assignment, last day of class
C) Individual Final Exam	40%	see exact date on <i>detailed course plan</i>

## READINGS (preliminary version)

- Adler, Chapters 1 & 2: Adler, N., & Gundersen, A. (2008). International Dimensions of Organizational Behavior. 5th ed. Cincinnati, OH: South-Western.
- Dahl, Stephen. (2004) Intercultural Research: The Current State of Knowledge, Middlesex University, London, (available online via [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=658202](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=658202))
- UNESCO Intercultural competence: <http://unesdoc.unesco.org/images/0021/002197/219768e.pdf>
- <http://knowledge.insead.edu/leadership-management/operations-management/the-transcultural-leader-carlos-ghosn-ceo-of-renault-nissan-1904?vid=45>
- Adler, chapter 8: Adler, N., & Gundersen, A. (2008). International Dimensions of Organizational Behavior. 5th ed. Cincinnati, OH: South-Western.
- Ferro, Nocoletta. (2004) Cross Cultural Ethical Dilemmas in Business: A Descriptive Framework, Fondazione Eni Enrico Mattei, FEEM Working Paper No. 28, 2004 (available online via [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=501805](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=501805))
- Adler, chapter 5: Adler, N., & Gundersen, A. (2008). International Dimensions of Organizational Behavior. 5th ed. Cincinnati, OH: South-Western.
- [http://www.shrm.org/research/articles/articles/documents/10-0489%20research\\_quarterly\\_q3\\_fnl.pdf](http://www.shrm.org/research/articles/articles/documents/10-0489%20research_quarterly_q3_fnl.pdf)

## B) Team Project 1 - Argumentative Paper about Brazil

Each duo (required to be from different nationalities) will develop an argumentative paper about Brazil, due at the end of the 5th class. An argumentative paper should be centered on a debatable topic and pick a side that will be supported later on the paper.

The main requirements of this project are as follows:

1. Choose from the following list 3 or 4 themes:

Economic Development	Economic Sectors	Gender inequalities
Corruption	Labor issues	Racial inequalities
Brazil Cost	Bureaucracy/red tape	Socioeconomic inequalities
Social Indicators	Infrastructure	Education
Government structure	Political issues	
Regional differences	Sustainability issues	YOUR CHOICE

2. Research about the themes and define your argument/thesis;
3. Select evidential support for your argument/thesis;
4. Look for alternative points of view, that question/refute your argument;

### Citation of Sources

Whatever work you submit must be your own. Claiming work written by others to be your own is plagiarism, a serious academic offence. Plagiarism will not be tolerated. We will actively search for plagiarism using software purchased by our member universities.

We encourage you to use any and all information sources. However, when you quote directly you must use quotation marks around your direct quote and insert a footnote and whenever you paraphrase another person's words, you must insert a footnote. In either case, your footnote must contain a full citation that will enable the reader to find the source, independently verify facts, determine the extent to which your ideas derive from the source and follow your original reasoning. Appropriate citation formats are shown in the appendix 1 below.

### Report Length:

Up to 6 pages long excluding cover page, references and appendixes if needed, single spaced, 2,5 cm in all margins.

### Paper Structure Suggestion:

- Cover page
- Intro- summarize your argument (up to 1 pg)
- Evidence presentation (2 to 4 pg)
- opposing arguments and refutation (up to 1 pg)
- Conclusion (up to 1 page)
- References
- Appendix (if needed)

### C) Team Project 2 - Global Management Practices

There are many managerial practices that travel across borders. On the other side, many practices are very local, due to cultural, institutional or legal reasons.

You will be divided in 4 or 5 teams (up to 5 people, required to be from different nationalities). Each team will develop a field project focused on global management practices, which will be summarized in a written report due at the last day of class.

The main requirements of this project are as follows:

- There will be 4 countries/areas assigned to ALL teams;
- Each team will have a specific functional area/theme allocated (Ethics, HR, Marketing, Finance, etc)
- The team should research about the area/theme in all countries/areas assigned, analyzing which practices are global, which are local;

### **DELIVERABLES:**

#### **Group Deliverable**

- \* Presentation, to be structure in a common template, of findings of each the area/theme.
  - \* executive summary, by country;
  - \* similarities and differences, by area/theme
  - \* research references

#### **Class Deliverable**

After the groups presentations, the group members will be divided, by country. The classroom will be set in Workshop style, with 5 country tables, each with one area/theme representative. The new groups (Brazil, India, China, Sweden and USA) will work on a GMP report, using the area/theme materials and looking for relationships between the area/theme findings.

The structure of the Country Report:

- \* Country introduction - general facts, presented by the Governance group, The Economist Intelligence Unit, <http://country.eiu.com/AllCountries.aspx>
- \* Cultural aspects -( to be researched during the workshop)
- Hofstede (<http://geert-hofstede.com/>), Globe project (<http://business.nmsu.edu/research/programs/globe/instruments/>), other references
- \* GMP: \* Possible relationships between cultural aspects and practices and between practices.
- \* research references, by country and general references, by theme

CLASS	DATE	SESSION/ TOPIC	ASSIGNED READINGS	CLASS PLAN / STUDY QUESTIONS (SQs) / CASE QUESTIONS (CQs)
1		Course Intro Global x Glocal International Dimensions of Management Practices	In class assignment: debate about Global/Glocal  Post-Reading: Adler, Chapters 1 & 2: Adler, N., & Gundersen, A. (2008). International Dimensions of Organizational Behavior. 5th ed. Cincinnati, OH: South-Western.	<b>Small Group Discussion</b> - Global x Glocal Getting to know each other / Course Expectations Course Syllabus / Rules / Criteria / Assignments <b>Case(s)</b> : In-Class Case/Simulation: Hiring a Newtonian - Harvard Negotiation Simulations
2		Doing Business in Brazil	Pre-reading: ISLAM, Gazi – Between unity and diversity: historical and cultural foundations of Brazilian management <a href="http://www.insper.edu.br/wp-content/uploads/2012/11/Brazil-MNCsdraft_final.pdf">http://www.insper.edu.br/wp-content/uploads/2012/11/Brazil-MNCsdraft_final.pdf</a>	
3		Doing Business in Brazil	Pre-reading:	
4		Culture and National Culture	Pre-Readings: - Dahl, Stephen. (2004) Intercultural Research: The Current State of Knowledge, Middlesex University, London, <a href="http://papers.ssrn.com/sol3/papers.cfm?abstract_id=658202">http://papers.ssrn.com/sol3/papers.cfm?abstract_id=658202</a> ) - <a href="#">Philip M. Rosenzweig</a> - Managing a Global Team: Greg James at Sun Microsystems, Inc. HBPS 9409003 - Rosenzweig - National Culture and Management, 2004 HBPS 9394177 (if you haven't had any class on culture) - Post-reading Trompenaars & Wooliams . Lost in Translation - Harvard Business Review WII04	Case(s): <a href="#">Philip M. Rosenzweig</a> - Managing a Global Team: SQ: How does culture vary, and how does it predict changes in management and leadership across cultures? CQ: What differences in American, French, Indian and United Arab Emirates value systems might be at the root of the difficulties Greg James is facing? Homero Rodriguez: Boundary Spanning at Spanning at International Services Group. Ivey Publishing, W14419

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5		<b>Global Management Competence</b>	<p><b>Pre-Readings:</b> LEHMANN, Julian - European Business Schools and Global Leadership. pp. 12-15; 29-41 (if you don't know about competency/competency model, also read pp. 18-25) LANE Henry W., MAZNEVSKI Martha, DIETZ Joerg, DISTEFANO Joseph J. International Management Behavior: Leading with a Global Mindset, chapter 1 <a href="https://books.google.com.br/books?id=1EgdBAAAQBAJ&amp;pg=PT20&amp;lpg=PT20&amp;dq=Yin+global+mindset&amp;source=bl&amp;ots=vF2xi94Ebl&amp;sig=iW4RqxT7oHo9-OyuFz8f8dIgrXs&amp;hl=pt-BR&amp;sa=X&amp;ei=wrn3VMz9CYudygTelID4DQ&amp;ved=0CGAQ6AEwDjgK#v=onepage&amp;q=in%20global%20mindset&amp;f=false">https://books.google.com.br/books?id=1EgdBAAAQBAJ&amp;pg=PT20&amp;lpg=PT20&amp;dq=Yin+global+mindset&amp;source=bl&amp;ots=vF2xi94Ebl&amp;sig=iW4RqxT7oHo9-OyuFz8f8dIgrXs&amp;hl=pt-BR&amp;sa=X&amp;ei=wrn3VMz9CYudygTelID4DQ&amp;ved=0CGAQ6AEwDjgK#v=onepage&amp;q=in%20global%20mindset&amp;f=false</a> <b>Complementary reading:</b> Living and Working in the global Village. Cultural Intelligence: People Skills for Global Business. THOMAS &amp; INKSON (HBPS BK0001)</p>	<p>In-class</p> <p>Group discussion: Choose one of the cases in THOMAS &amp; INKSON text and analyze it using table 2 of LEHMANN dissertation (p. 41)</p> <p>All: What is Global Mindset? What types of competencies are necessary to be a successful global manager?</p>
6		<b>Ethics and Decision Making challenges in Global Management</b>	Adler, N., & Gundersen, A. (2008), chapter 8.	<p>In class group discussion: CQ 1: Do values travel? Why and how? CQ 2: Would you consider YOURSELF (as an INDIVIDUAL) apt to handle values across cultures? Why? How?</p>
7		<b>Global Management Practices</b>	In-class: Final Report Presentation	
8	Portfolio - Management Practices of selected countries			
		<b>FINAL EXAM</b>	Readings: (all reviewed in the course)	

*\* preliminary version - might be altered during the course.*

# MPGI

MESTRADO PROFISSIONAL EM GESTÃO INTERNACIONAL