



INTERCULTURAL MANAGEMENT

MLI26C664

Mikkeli Campus

September 25- October 13, 2006

Course Description

The course examines the complex challenges that culture poses in international business today. Among the topics covered are: culture's influence on conducting global business, cultural values and management communication styles, managing multicultural teams, building trust across cultures, international negotiations, and conflict resolution. The course aims to develop the intercultural management skills essential for working with global companies.

Learning Objectives

Learning outcomes for this course, upon successful completion, include the ability to: 1) understand why employees at all levels need to manage cultural differences; 2) communicate more effectively with a multicultural workforce; 3) understand how to deal with culture shock and re-entry; 4) apply cross-cultural negotiation strategies; 5) understand strategies for conflict resolution across cultures; 6) identify ways to build trust across cultures; 7) access information about other cultures; and 8) understand strategies to manage intercultural teams.

Instructor: Mary Lou Egan, Ph.D.

Dr. Egan has worked in the public and private sectors as an international trade consultant, management analyst, university professor and researcher. Unifying her work is the theme of applying private sector solutions to public sector problems. She co-owns and manages a small consulting firm in Washington, D.C. For information about current projects, clients and publications, see <http://www.bendickegan.com>

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Class Materials: Textbook: International Management: Culture, Strategy, and Behavior, 6th edition, Richard M. Hodgetts, Fred Luthans, and Jonathan P. Doh, NY: McGraw-Hill/Irwin 2006. Additional materials will be available in class.

Evaluation

Final Exam	35%	Individual
Presentation Case	30%	Team
Case- Walmart	15%	Team
Critique of (draft) Presentation Case	10%	Individual
Case Amorphis	5%	Individual
Class introduction	5%	Team

Course Schedule

Session	Date	Assignments
Part 1: Environmental Foundations		
1	Sept. 25	Chap. 1: Globalization and Worldwide Developments Handouts: Case: Amorphis – a Finnish band
2	Sept. 26	Chap. 2: The Political, Legal and Technological Environment Chap. 3: Ethics and Social Responsibility Handout: “Priority,” Inc. Magazine, 2006 Case Amorphis due
Part 2: The Role of Culture		
3	Sept. 27	Chap. 4: The Meaning and Dimensions of Culture “You be the Management Consultant,” text, p. 123. Introduction by Team 1
4	Sept. 28	Chap. 5: Managing Across Cultures Handout: “How (Un)ethical Are You?” Banaji et al. Introduction by Team 2
5	Sept. 29	Chap. 6: Organizational Cultures and Diversity Case (team) Wal-mart’s Japan Strategy, p. 226. Incorporate handout: “Wal-Mart Finds that its Formula Doesn’t fit Every Culture,” NY Times, 8/2006, in analysis Introduction by Team 3
6	Oct. 2	Chap. 7: Cross-Cultural Communications and Negotiation Introduction by Team 4
Part 3: International Strategic Management		
7	Oct. 3	Chap. 8: Strategy Formulation and Implementation Chap. 9: Entry Strategies and Organizational Structures “Offshoring,” Brookings Policy Brief, 2004 Introduction by Team 5

8	Oct. 4	Chap. 10: Managing Political Risk, Government Relations, and Alliances Give draft presentation to partner team
		Part 4: Organizational Behavior & HR Management
9	Oct. 5	Chap 11: Management Decision and Control Chap. 12: Motivation Across Cultures Introduction by Team 6
10	Oct. 6	Chap. 13: Leadership Across Cultures Critique memo of draft presentation to partner team
11	Oct. 9	Chap. 14: Human Resource selection and Development Across Cultures “The Road to Hell,” text, p. 512.
12	Oct. 10	Exam (Individual)
13	Oct. 11	Chap. 15: Labor Relations and Industrial Democracy
14	Oct. 12	Presentations & discussion
15	Oct. 13	Presentations & discussion

Helsinki School of Economics' Grading Scale

Helsinki School of Economics Official Grading Scale	
Level of Knowledge	Point Range
Excellent Knowledge	86-100
Very Good Knowledge	70-85
Good Knowledge	60-69
Satisfactory Knowledge	50-59
Sufficient Knowledge	40-49
Fail	0-39

Textbook Policy

All required textbooks and other course materials are the responsibility of the student. It is the expectation of faculty that all students will have the textbook and other reading material. Faculty may impose sanctions (e.g. lowering a final grade for not having a required textbook (or having an illegal copy of a required textbook). HSE Mikkeli fully supports faculty in regard to these actions.

Class Attendance and Participation

Class attendance and participation are considered integral parts of teaching and learning at HSE Mikkeli. Therefore, regular class attendance is required of all students. Attendance records are kept for each class. The attendance policy provides that: 1) three unexcused absences in any class will result in being dropped from the class, 2) In addition to limits on the number of missed classes, specific class days require mandatory attendance for all students including the first and last day of scheduled classes, all examination days, project presentation days, and any other days identified by the instructor, 3) absences are excused by

approval of staff and faculty for legitimate reasons only (medical certificates or other critical reasons), per the *Excused Absence Form*, 4) a total of five absences (excused and unexcused) will result in being dropped from the class, 5) a student's grade will be negatively affected if the student is late to class three or more times, 6) faculty may include class participation as a component of the grade, up to 10% of total points available for the final grade.