

PROGRAM: Exchange / Double Degree
 SUBJECT: CROSS CULTURAL MANAGEMENT
 LANGUAGE: *English*
 PROFESSOR(S): ISHANI AGGARWAL
 WORKLOAD: 30h
 REQUIREMENTS: *none*
 CONTACT/CONSULTATION HOURS:

TEACHING PLAN

Students should note that course syllabi are agreements between the professor(s) and students, but they are not contracts, nor should they be regarded as such. In certain situations, professors may need to change some course requirements (including due dates and percentage allocations for assignments) during the semester. In those cases, professors should notify students of those changes as quickly and clearly as possible, and they should apply those changes uniformly to the course.

1. Course Description

Understanding cultural differences, and effectively managing these differences are critical to working, communicating and leading people in multi-cultural and international business environments. Thus, this course aims to provide a conceptual and theoretical framework for developing an understanding of the ways in which cultures differ, how these cultural differences impact on organizations. Topics include the nature and dimensions of culture, challenges in managing cultural differences, the dynamics of multi-cultural teams, leadership across cultures, cross-cultural perspectives to motivation and decision making, and global approaches to managing conflict and conducting business negotiations.

2. Scope & objectives

This course aims to develop the awareness, skills and knowledge required by managers seeking to experience cross-cultural experiences. As such, it aims to provide a key grounding in the nature of management in the global context by increasing awareness and understanding of cultural differences. It also aims to help students to consider the nature of intercultural communication, to experiment with different ways of acting in cross-cultural situations, and to reflect on the cultural foundations of organizational practices.

3. Learning outcomes

Upon completion of this course, the student will have the following competencies:

- Understand organizational behavior and management concepts, models, and theories from international and global perspectives.
- Appreciate more fully the impact of culture upon managerial practices.
- Analyze human factors of managing in diverse, multicultural and international settings.
- Analyze the traditional management functions of planning, organizing, staffing, leading and controlling from an international and global perspective.
- Develop practical tools to: align organizational structures, manage and participate on effective teams, understand and manage conflict, motivate employees, and communicate more effectively.

4. Course methodology

This course combines various learning and teaching methods, such as lecturing, student presentation, and cross-cultural exercises and cases. Also, it requires the active participation of all members. Accordingly, all students are expected to attend all classes, arrive on time, and fully engage in discussions and activities. Be aware that emphasis will be on quality of class participation rather than quantity. The class discussions and activities are highly dependent upon student engagement. To effectively participate in class discussions you should be able to: frame and explore problems and situations in various ways; generate problem-solving alternatives; actively listen, build-upon and challenge the ideas of others.

5. Detailed course content

Dates	Tentative Topics	Activities ¹ (bibliography/key readings, assessment, seminars, etc)
	Course Overview	
	Cultural Models and Frameworks	
	Communication in Global Settings	
	Managing Culturally Diverse Groups and Teams	
	Case Study	
	Motivating People from Different Cultures	
	Leading Globally	
	Decision-Making and Ethical Behavior	
	Cross-Cultural Negotiation and Conflict Resolution	
	Seminars – Student Presentations	

6. Assessment procedures

The principal requirements for the course are:

- One individual paper – 25%;
- One group project – 25%;
- Class participation – 30%
- Seminar presentation – 20%.

7. General guidelines for the graduate program

As a general rule relating to the ethical principles and the code of conduct which steer its academic environment, EBAPE sets down the following:

- Autonomy and responsibility correspond to values which, when transformed into action, highlight the importance of EBAPE’s mission of producing and disseminating knowledge of Administration. Consequently, it is the professor’s responsibility to conduct roll call at every class, and absences will only be justified if they comply with the applicable legislation (see details in the Student Manual).
- We recommend that the use of communication equipment such as cell phones, radios and similar equipment should not be permitted in the classroom, so as to avoid interfering with the teaching and learning processes, but professors can use their discretion on this ruling, where applicable.

¹ The professor is free to conduct occasional assessments without prior notice to student(s).

- Resorting to fraudulent measures of any kind on the part of students during any of the evaluation phases will lead to a zero grade being awarded and the immediate referral of the case to the program department for examination of the facts.ⁱ
- Student attendance and participation in classroom lectures are critical to maintaining a productive environment. Students must be present and prepared when the faculty member begins the class and staying engaged throughout the entire course. Arriving late, leaving during or early from class, or being unprepared or distracted by non-course related matters diminishes not only your experience but that of your colleagues. It is each individual student's responsibility to maintain the quality of the classroom environment.

8. REQUIRED READINGS (Tentative)

Adler, Nancy & Gundersen, Allison. *International Dimensions of Organizational Behavior*.
 Konopaske, Robert & Ivancevich, John M. *Global Management and Organizational Behavior*.
 Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde. *Management across Cultures: Developing Global Competencies*

9. ADDITIONAL READINGS (Tentative)

Browayes, M.J. and Price, R. *Understanding Cross – Cultural Management*. Harlow: Pearson Education
 Bartlett, C., Ghoshal, S. and Beamish, P. (2008) *Transnational Management: Text, Cases and Readings in Cross-Border Management*, fifth edition, New York, McGraw Hill.
 Branine, M (2011) *Managing Across Cultures : Concepts , Policies and Practices*. London : Sage
 Gooderham, P.N. and Nordhaug, O. (2003) *International Management: cross cultural challenges*, Oxford, Blackwell
 Klein, N. (2001) *No Logo*, London: Harper Collins
 Schneider, S.C. and Barsoux, J.L. (2003) *Managing Across Cultures*, second edition, Harlow, FT Prentice Hall
 Tannen, Deborah. *You Just Don't Understand*.
 Thomas, D.C. (2008) *Cross Cultural Management: Essential Concepts*, second edition, London, Sage.
 Trompenaars, Fons and C. H. Turner. *Riding the Waves of Culture*.

10. Professor's mini-résumé

Ishani Aggarwal is an Assistant Professor at the Brazilian School of Public and Business Administration of the Getulio Vargas Foundation. She received her M.S. and Ph.D. from Carnegie Mellon University, USA. Her main research interests include diversity within organizational teams and team dynamics including, but not limited to, creativity, learning, adaptation, and cognition. Her research also explores shared leadership and leadership emergence in organizational teams. She undertakes research on team dynamics in experimental and field settings, including project teams, emergency room teams, and string quartets. Prior to joining FGV, she lived and worked in Asia, North America and Europe.

ⁱThe student is guaranteed the right to a full defense as per the School's internal regulations