

# Principle in International Team Management (EM023M23)

Program	PGE
Module / ECTS / Path / Specialisation	<b>Module :Principle in International Team Management : 5 ECTS.</b> <ul style="list-style-type: none"><li>• Visitants</li></ul>
Discipline	
Year	2019
Semester	A
Open for visitors	yes (5 ECTS)
Available places	40

## Coordinator

## Lecturers

Aucun intervenant pour ce cours

## Course format

Working language :	English
Volume of contact hours :	27 h
Workload to be expected by the student :	108 h

## Course track

Track : Attendance

**"Attendance" track :**

Attendance at lecture / tutorial classes and intermediate / final exams is mandatory. As evaluation of in class work constitutes an essential element of grading, any absence will be penalized and is taken into account for grading purposes (see academic rules and regulations).

**"Autonomous" track :**

Attendance at intermediate / final exams is mandatory, but students are free to attend lecture / tutorial classes.

For all Master programs and all other programs realized in the form of dual internships (apprentissage), attendance at lecture / tutorial classes and intermediate / final exams is entirely mandatory. Therefore, only the "Attendance" track can be selected.

## Contribution of the course to the educational objectives of the programme

How the course contributes to the programme :

**LEARNING GOAL 1 : Students will master state-of-the-art knowledge and tools in management fields in general, as well as in areas specific to the specialized field of management.**

Students will identify a business organization's operational and managerial challenges in a complex and evolving environment.

Students will understand state-of-the-art management concepts and tools and use them appropriately.

**LEARNING GOAL 2 : Students will develop advanced-level managerial skills.**

Students will work collaboratively in a team.

Students will participate in a decision-making process in a critical way.

Students will communicate ideas effectively, both orally and in writing, in a business context.

**LEARNING GOAL 3 : Students will demonstrate their understanding of practices reflecting ethical, diversity and sustainable development values in business organizations.**

Students will identify and analyze issues relating to diversity, ethics and sustainable development in their business context.

**LEARNING GOAL 4: Students will study and work effectively in a multicultural and international environment.**

Students will analyze business organizations and problems in a multicultural and international environment

## Description

"Think global, act local" is a complex challenge that a vast majority of local and international managers alike are facing in the 21st century. This course will address topics such as cultural differences and their role in the management of organizations and teams as well as aspects related to international organizational behavior, human resource management, leadership, workforce and team diversity, communication, decision making and conflict resolution. Various trends in these areas as well as a number of challenges for managers of international teams will also be discussed. By the end of this course, students will have acquired relevant knowledge and insights into the management of international workforce / teams and the related implications for international organizations.

The goals of this course are:

- to offer students a thorough understanding of managerial processes taking place in international organizations;
- to develop students' ability to identify and discuss relevant management situations involving international teams of employees collaborating in a global environment;
- to help students develop a global mindset and acquire critical thinking skills, like an international business manager;
- to enhance students' awareness with respect to various international management issues;
- To encourage students to engage in self learning and reflection on their own experiences through role plays and work in diverse teams

## Educational organisation

In class

**Lectures**

In groups

**Exercises**

**Projects**

**Case studies/texts**

**Oral presentations**

Interaction

**Role play**

## Discussions / debates

Assignments

**Individual projects (online assignments, video,)**

**Specific projects / case studies**

**Readings**

**Text study**

## Learning outcomes

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**Upon completion of this course, students should be able to :**

- **Define** the concepts of management, teams and groups, and situate them in an international business context.
- **Distinguish** among the managerial roles in organizations, highlighting the importance of leading teams/groups.
- **Recognize** and explain the role of culture and its related implications in international management.
- **Discover** the fundamental notions about work teams and their behavior within an international context.
- **Examine** and understand communication processes in teams; and interpret human behavior in international organizations.
- **Describe** , review and summarize various ways and principles of motivating people in global environments.

## Outline

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SESSION 1:

- Course Overview, Introductions, Team Formation, Assignments
- "The role of Culture in international management"
- Discovering French culture

Readings:

- Culture and its influence
- Comparing Cultures: Systematically Describing Cultural Differences
- The Logic of French Management

SESSION 2:

- "Introduction of the concepts of 'teams' and 'groups'"
- Team dynamics

SESSION 3:

- "International teams - Fundamentals"

Readings:

- International Teams – Beyond Cultural Differences
- Working in International Teams
- Leading International Teams: A New Discipline?
- Team Effectiveness in Multinational Organizations
- Designing and Forming Global Teams
- Challenges of International Management Teams

SESSION 4:

- "Communication: Enhancing effective communication in organizations"
- "Understanding human behavior in organizations"

Readings:

- Do You Hear What I Hear?
- Barriers in Communication
- When Teams Collide

- Communication in Organizations

## SESSION 5

- "Motivating people in a global environment"

### Readings:

- Building an Effective Global Business Team
- Motivating people in a global environment  
(Additional materials to be added)

## SESSION 6

- Developing Intercultural skills

### Readings

- Specification of the Content Domain of the Intercultural Effectiveness Scale
- Intercultural collaboration stories: On narrative inquiry and analysis as tools for research in international business

- Final team project presentations

## Prerequisites

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### Key concepts to understand :

There are no prerequisites for this course. However, genuine student interest in international management and organizational behavior issues is desirable.

## Teaching material

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### Documents in all formats

- Syllabus
- Transparencies in paper format
- Worksheets
- Guide
- Newspaper articles
- Books
- Case studies

### Software

- Office Pack (Word, Excel, PowerPoint, Access)
- MS POWERPOINT

### Additional electronic platforms

- Audio documents
- Videos

## Recommended reading

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### Major works :

Belbin, M. R. (2010). Management Teams: Why They Succeed or Fail. Oxford: Elsevier.

Lewis, R. D. (2012). When Teams Collide: Managing the International Team Successfully. London: Nicholas Brealey Intl.

Lewis, R. D. (2006). When Cultures Collide: Leading Across Cultures. Boston, MA: Nicholas Brealey Intl.

Asselin, Gilles & Ruth Mastron. 2001 : Au Contraire! Figuring Out the French. Intercultural Press.

**Further reading :**

Various other resources (suggested in class): relevant books, book chapters, articles and case studies discussing multiple themes related to international management and teams.

**Research works by EM Strasbourg :**

## Assessment

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**Intermediate evaluation / continuous assessment 1 : All sessions**

oral / individual / English / weighting : 10%

additional information : In-class participation

**This evaluation serves to measure LO1.1, LO2.3**

**Intermediate evaluation / continuous assessment 2 :**

written / individual / English / weighting : 40%

additional information : Individual assignment: introducing French specific cultural traits

**This evaluation serves to measure LO1.2, LO2.3**

**Final assessment : last session**

written + oral / in group / English / weighting : 50%

additional information : Final team project presentation

**This evaluation serves to measure LO2.1, LO2.2, LO3.1, LO4.2**

## Grounds for expulsion from classes

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Such behaviors as...

**arriving late, leaving early or unannounced leaving of the classroom during class time**

**disruptive eating or drinking in class**

**using smartphones and laptops for non class-related purposes**

**reading non class-related documents**

**chatting on non class-related issues**

**showing disrespect towards lecturers**

... may lead to expulsion from classes.