

Several keys to success in international environment (EM054M5QB1)

Programme	PGE
Unité d'enseignement / ECTS / Parcours/Spécialisation(s)	UE : Several Keys to success in international environment : 5 ECTS. <ul style="list-style-type: none">• PGE 2A - Management Général Avancé (MGA)
Discipline	Management
Année	2019
Semestre	B
Ouvert aux visitants	oui (5 ECTS)
Nombre de places disponibles	50

Responsable du cours

Jean Philippe BERQUE

Intervenants

Intervenant	Population	Mail
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Format du cours

Langue de travail :	English
Volume horaire en présentiel :	27 h
Heures de travail totales à prévoir par l'étudiant :	108 h

Track du cours

Track : Présentiel

Track "Présentiel" :

La présence en cours / TD ainsi que la participation aux contrôles continus et terminaux sont obligatoires. L'évaluation vise à valoriser le travail en présentiel, toute absence non justifiée sera sanctionnée (cf. règlements de scolarité) et prise en compte au niveau de la notation (cf. modalités d'évaluation).

Track "Autonome" :

La participation aux contrôles continus et terminaux est obligatoire. L'étudiant est libre d'assister ou non au cours.

Dans toutes les formations Masters et celles réalisées en apprentissage, la présence en cours / TD et aux épreuves intermédiaires et terminales est entièrement obligatoire. Seul le track « Présentiel » est possible.

Contribution pédagogique du cours au programme

En quoi ce cours participe au programme :

Descriptif

- This course provides students with managerial techniques and collaborative approaches which are needed to work efficiently in an international organisation.

The course focuses on demonstrating to future international team managers how cultural differences affect management styles and how they can integrate different cultural perspectives to produce collective and effective results. It recounts real international experiences.

- Students will be placed in contextualized situations such as those they will be confronted with in their daily work in order to enable them to take those initiatives which are both smart and correct and which have to be taken during the crucial first 6 months of their induction - decision-making process, cross-cultural networks, flexible communication, empowerment, collaborative and innovation techniques, and conflict management.

This training package was developed within the "Professional Development International Training Programme" and was successfully tested and implemented over a period of 3 years with 12 multinational teams. At the end of this course, the students will have acquired relevant knowledge and will be equipped with a mix of tools, concepts and methods to enable them to perform to the best of their ability.

Organisation pédagogique

Face-à-face

Cours magistral

Travaux dirigés

En groupe

Exercices

Etudes de cas / texte

Présentations / exposés

Interactivité

Jeux (pédagogiques, de rôle, de simulation)

Discussions / débats

Objectifs pédagogiques

A l'issue du cours, l'étudiant(e) devrait être capable de / d' ... :

- **Définir** Define the features of an international environment (the notion of complexity, diversity and consensus)
- **Reconnaître** Recognize the features of an international environment (the notion of complexity, diversity and consensus)
- **Utiliser** Use flexible and effective communication in meetings, presentation, projects and negotiations
- **Analyser** Analyze business projects with international teams and integrate different cultural perspectives
- **Développer** develop empowerment and collaborative work with multinational teams
- **Prédire** Predict and resolve cross-cultural conflicts in negotiation
- **Influencer** Influence positively the outcome of business transactions

Plan / Sommaire

Session 1 - Understand the features of an international environment - The notions of complexity, diversity and consensus.

Session 2 - Learn the "unwritten rules and codes".

Session 3 - Build cross-cultural networks to develop a culture of trust - the key role of a mentor and the Circle of Trust.

Session 4 - Adopt flexible communication to read people and situations- techniques for international executives.

Session 5 - Empower multinational teams - How to bring diverse people (SMEs, stakeholders..) on board with your projects.

Session 6 - Use collaborative tools such as "mind mapping" with your multinational teams.

Session 7 - Sharpen techniques of negotiation to resolve cross-cultural conflicts and get positive results.

Prérequis nécessaires

Notions clés à maîtriser :

Key concepts to master :

An interest in Cross cultural Management

Connaissances en :

Knowledge in :

Basics knowledge of international management

Supports pédagogiques

Documents tous formats

- Plan de cours
- Fiches d'exercice
- Guide
- Articles de presse
- Etudes de cas

Logiciels

- Pack Office (Word, Excel, PowerPoint, Access)
- Keynote

Bibliographie recommandée

Ouvrages principaux :

Major works :

J.P. BERQUE has 30 years of experience in global management with 15 years of working as an expatriate. A career marked by the diversity of skills and experience. Serving in international organisations such as NATO, UNO or Embassy), and also in the private sector such as consulting agencies or companies), running "programmes for expats".

J.P. BERQUE, Reference manual (updated version).

J.P. BERQUE, Global Business Efficiency, to be published in 2019.

OLIVIER MEIER, Management interculturel, Dunod.

NATHALIE PRIME, JC. USUNIER, International Marketing, Pearson. (Chapter on international management)

ROGER FISHER & WILLIAM URY, Getting to Yes, Negotiating an agreement without giving in, RH Business books.

PHILIPPE ROSINSKY, Coaching across Cultures, International Management, Nicholas Brealey.

Littérature complémentaire :

JEREMY COMFORT & PETER FRANKLIN (2011), The Mindful International Manager, Kogan.

Travaux de recherche de l'EM :

Modalités d'évaluation

Evaluation intermédiaire / contrôle continu 1 : séance n°

écrite + orale / en groupe / Français / pondération : 30%

précisions : 2 workshops in English. The course is taught in English.

Cette évaluation sert à mesurer LO1.1, LO1.2, LO2.1, LO2.2, LO2.3, LO3.1, LO4.1, LO4.2

Evaluation finale : Exam week

écrite (120 min) / individuelle / Français / pondération : 70%

précisions : MCQ, questions on the course and a case study (final exam in English)

Cette évaluation sert à mesurer LO1.2, LO1.3, LO3.1, LO4.2

Motifs d'exclusion du cours

Les comportements tels que...

arrivées tardives / départs anticipés / sorties de salle intempestives pendant le cours

consommation ostentatoire de nourriture et de boissons

utilisation de smartphones & d'ordinateurs portables pour des raisons non liées au cours

lectures non liées au cours

discussions non liées au cours

comportements irrespectueux vis-à-vis de l'enseignant

... peuvent conduire à l'exclusion du cours.