

# Several keys to success in international environment (EM054M5QB1)

Programme	PGE
Unité d'enseignement / ECTS / Parcours/Spécialisation(s)	<b>UE : Several Keys to success in international environment : 5 ECTS.</b> <ul style="list-style-type: none"><li>● PGE 2A - Management Général Avancé (MGA)</li></ul>
Discipline	Management
Année	2020
Semestre	B
Ouvert aux visiteurs	non
Nombre de places disponibles	50

## Responsable du cours

Jean Philippe BERQUE

## Intervenants

Intervenant	Population	Mail
Jean Philippe BERQUE		jean-philippe.berque@em-strasbourg.eu

## 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 :

**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.

Students will implement appropriate methodologies to develop appropriate solutions for business issues.

**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.

**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

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## Descriptif

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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 has been 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 techniques to enable them to perform to the best of their ability.

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## Organisation pédagogique

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Face-à-face

**Cours magistral**

**Séminaires**

**Présentations**

**Travaux dirigés**

En groupe

**Exercices**

**Etudes de cas / texte**

**Présentations / exposés**

Interactivité

**Jeux (pédagogiques, de rôle, de simulation)**

**Jeux de rôle**

**Discussions / débats**

**Ateliers**

Livrables

**Dossiers / case studies**

**Etude de texte**

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## Objectifs pédagogiques

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

- **Define** the features of an international environment (the notion of complexity, diversity and consensus)
- **Recognize** the features of an international environment (the notion of complexity, diversity and consensus)
- **Use** flexible and effective communication in meetings, presentation, projects and negotiations
- **Predict** and resolve cross-cultural conflicts in negotiation
- **Analyze** business projects with international teams and integrate different cultural perspectives
- **Develop** empowerment and collaborative work with international teams

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## Plan / Sommaire

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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 "Lean Management" with your multinational teams.

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

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## Prérequis nécessaires

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**Notions clés à maîtriser :**

Key concepts to master :

An interest in Cross cultural Management

**Connaissances en :**

Knowledge in :

Basics knowledge of international management

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## Supports pédagogiques

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### Documents tous formats

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

### Logiciels

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

### Autres plateformes électroniques

- Projection de diaporamas
- C4CSR
- Audios
- Vidéos

## Bibliographie recommandée

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### Ouvrages principaux :

Major works :

Jean-Philippe BERQUE - jpbmanagement.com

30 years of experience in global management with 13 years of working as an expatriate. A career marked by the diversity of skills and experience.

Serving in international organisations (NATO - UNO - Embassies), public sector, counseling and running "programmes for expats" in the private sector (UBISOFT branch, AFETI, FORM@PERF...).

JEAN-PHILIPPE, Global Business Efficiency, to be published in 2018.

OLIVIER MEIER, Management interculturel, Dunod.

NATHALIE PRIME, J.C. 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

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### Evaluation intermédiaire / contrôle continu 1 : séance n°2 sessions

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

précisions : 2 workshops in English

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

### Evaluation finale : Exam week

écrite / individuelle / Français / pondération : 70%

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

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

## Motifs d'exclusion du cours

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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.