

**Information** : Ce plan de cours est celui du cours [EM054M5QB1](#).

## Several keys to success in international environment (EM054M5QB2)

Program	PGE
Module / ECTS / Path / Specialisation	
Discipline	Management
Year	2019
Semester	B
Open for visitors	yes (5 ECTS)
Available places	50

### Coordinator

**Jean Philippe BERQUE**

### Lecturers

Instructor	Population	Email
Jean Philippe BERQUE		jean-philippe.berque@em-strasbourg.eu

### Course format

Working language :	English
Volume of contact hours :	27 h
Workload to be expected by the student :	80 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

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**How the course contributes to the programme :**

### Description

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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 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.

### Educational organisation

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In class

**Lectures**

**Tutorials**

In groups

**Exercises**

**Case studies/texts**

**Oral presentations**

Interaction

**Games (educational, role play, simulation)**

**Discussions / debates**

### Learning outcomes

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

- **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

## Outline

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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 "mind mapping" with your multinational teams.

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

## Prerequisites

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### Key concepts to understand :

Key concepts to master :

An interest in Cross cultural Management

### Knowledge of :

Knowledge in :

Basics knowledge of international management

## Teaching material

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### Documents in all formats

- Syllabus
- Worksheets
- Guide
- Newspaper articles
- Case studies

### Software

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

## Recommended reading

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### Major works :

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.

### Further reading :

**Research works by EM Strasbourg :**

Reference manual  
Case studies

## Assessment

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**Intermediate evaluation / continuous assessment 1 : session n°**

written + oral / in group / Français / weighting : 30%

additional information : 2 workshops in English. The course is taught in English.

**This evaluation serves to measure LO1.1, LO1.2, LO2.1, LO2.2, LO2.3, LO3.1, LO4.1, LO4.2**

**Final assessment : Exam week**

written (120 min) / individual / Français / weighting : 70%

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

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