

Principles in International Team Management Gr. 1 (EM1F4M51B1)

Program	PGE
Module / ECTS / Path / Specialisation	Module : Principles in International Team Management : 5 ECTS. <ul style="list-style-type: none">• BEM Bachelor in European Management• PGE 2A - English track
Discipline	Management
Year	2019
Semester	B
Open for visitors	yes (5 ECTS)
Available places	45

Coordinator

Hélène LANGINIER

Lecturers

Instructor	Population	Email
Hélène LANGINIER		helene.langinier@em-strasbourg.eu

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 :

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

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

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
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- Final team project presentations

Prerequisites

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

Documents in all formats

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

Software

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

Recommended reading

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 :

Article

Bonache, J., Langinier, H., & Zárraga-Oberty, C. (2016). Antecedents and effects of host country nationals negative stereotyping of corporate expatriates. A social identity analysis. *Human Resource Management Review*, 26(1), 59-68

Assessment

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: reflecting on intercultural skills developed through the year spent in France and learnings about French culture based on a research paper

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

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.