

Principles in International Team Management Gr. 3 ONSITE (EM1F4M51B3)

Program	PGE
Course set (UE) / Credits (ECTS) / Track / Specialization	Module : Principles in International Team Management : 5 ECTS. <ul style="list-style-type: none">• BEM Bachelor in European Management• PGE 2A - English track
Discipline	Human Resources
Year	2020
Semester	B
Open for visitors	yes (5 ECTS)
Available spots	25

Coordinator

Hélène LANGINIER

Lecturers

Instructor	Population	Email
Hélène LANGINIER	Population	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 lectures/tutorials and intermediate/final assessments is mandatory. As in-class work constitutes an essential element of evaluation, any unjustified absence will be penalized (*see Study and Examination Regulations*) and factored into the final grade (*see Assessment*).

Autonomous track :

Attendance at intermediate/final assessments is mandatory, but students have the option of attending lectures/tutorials.

Attendance at lectures/tutorials and intermediate/final assessments is mandatory for all degrees making up the Master's Program and all degrees involving co-op (*apprentissage*). Attendance track must therefore be selected.

Contribution of the course to the educational objectives of the program

How the course contributes to the program :

BEM Bachelor in European Management

PGE 2A - English track

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 through practical experiences through 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

- 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
- Books
- Case studies

Software

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

Additional electronic platforms

- Audio documents
- Videos

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 case studies

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

Behaviors such as

arriving late, leaving early, or exiting the classroom at inopportune moments during class

ostentatiously eating or drinking in class

using smartphones or laptops for non-class-related purposes

reading texts unrelated to the course

discussing topics unrelated to the course

disrespecting the lecturer

may lead to expulsion from the class/course.