

Syllabus of Record

Program: CET Prague

Course Code / Title: (PR/MGMT 321) Tough Calls : Management Across Cultures and Markets

Total Hours: 45

Recommended Credits: 3

Primary Discipline / Suggested Cross Listings: Management / Business, International Business

Language of Instruction: English

Prerequisites/Requirements: Prior coursework in Economics or Business is recommended but not required

Description

This course examines key issues that international managers must address while leading companies in today's globalized and turbulent environment. It explores the role of managers in post-communists economies like Central Europe and Russia, and examine their transitions from nonfunctional planned economies to free-market economies. Students will have direct contact with managers from multinational companies residing in Prague and learn about the skills needed for leading local and international companies.

In particular, the course is:

1. Descriptive in that it is designed to provide students with a basic grounding in and working knowledge of different national business cultures.
2. Applications-oriented in that it provides students with the opportunity to gain practical experience. Students develop skills applying, analyzing and solving real work place problems as presented in case studies.

Emphasis in this course is also given to the development of effective communication skills: formal, brief and concise report writing as well as oral presentations.

Objectives

By the end of this course, students are expected to be able to understand the workings of teams and individuals of different nationalities, the factors that influence their effectiveness, and the different styles of leadership as influenced by their respective cultural codes.

Through participation in this course, students will:

- Understand basic concepts related to international management
- Analyze case studies that illustrate lessons in international management

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- Learn tools and methodologies necessary to navigate a multinational company in today's complex environment
- Analyze how multinationals engage various corporate stakeholders
- Gain Cross-cultural leadership and management skills
- Learn to identify the specific characteristics of various national business cultures
- Acquire the ability to formulate creative solutions to workplace problems taking into account differences in national business cultures
- Learn to leverage differences in cultures to achieve enhanced performance
- Build team skills
- Improve communication skills

Course Requirements

In this course, students are expected to read assignments carefully and come to class prepared to discuss them. Readings average approximately 30-50 pages per session. Classes also include interactive assignments and discussions in which students are expected to actively participate. When determining class participation grade, traditional criteria such as material preparation, completed reading before class, and collaborative group work are all evaluated. But it is the active, meaningful and informed verbal and written contribution students make that is most important.

In addition to chapters from analytical and technical works, students also read articles from international business periodicals such as *The International Herald Tribune* and *The Financial Times*. Students are expected to apply the knowledge acquired during the course to analyze and resolve situations described in case studies. Students also engage in creative group-problem solving, an exercise intended to challenge them to develop their analytical and creative people skills.

Students are expected to abide by CET's Attendance Policy.

Primary assignments include:

- Short reflection essays/presentation in front of the class
- Midterm Examination
- Term Paper
- Final Presentation

Grading

The final grade is determined as follows:

Class participation, essays, presentation	15%
Term Paper (Blackfish evaluation – 4 pages)	25%
Midterm Examination (short essay-type answers on theory)	30%
Final Presentation (20-min analysis of an international joint venture)	30%

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Readings

Brandenburger, Adam, and Barry Nalebuff. "The Right Game: Use Game Theory to Shape Strategy." *Harvard Business Review*, July 1995

Deresky, Helen. "International Management: Managing Across Borders And Cultures: Texts and Cases." 2013.

Duke Corporate Education 2013 CEO Study. Leading in Context. Available online: http://www.dukece.com/wp-content/uploads/2015/06/LeadingInContext_web_newlogo.pdf

Friedman, Milton. The Social Responsibility of Business is to Increase its Profits. *The New York Times Magazine*, September 13, 1970. <https://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.htm>

Pinkasowitch, Arthur. "Why is Game Theory Useful in Business?" *Investopedia*, December 2017 Available online: <http://www.investopedia.com/ask/answers/09/Game-theory-business.asp>
https://www.academia.edu/16888190/Pro_Siemens_Case_Study

Selected articles from the *Journal for East European Management Studies*.

Additional Resources

Film

Blackfish (2013), a documentary film by Gabriela Cowperthwaite (class viewing)

Podcast

Masters of Scale with Reed Hasting: <https://mastersofscale.com/reed-hastings-culture-shock/>

Online resources

The Netflix Culture Deck <http://abinoda.com/clippings/Netflix-Culture.pdf> and its culture webpage <https://jobs.netflix.com/culture>

Outline of Course Content

Topic 1

Introduction to the course

Introduction to theories of leadership, motivation, and cultural intelligence

Topic 2

Globalization

Topic 3

Political, Economic, Legal & Technological Environment

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Topic 4

Corporate Social Responsibility

Topic 5

Managing Stakeholders Strategically

Topic 6

Ethics in Corporate World

Topic 7

CSR, Crisis Management & Impact on Corporate Brand

Topic 8

Culture & Management

Topic 9

The Cultural Context of Global Management

Topic 10

Corporate Culture

Topic 11

Game Theory

Topic 12

Strategy for Global Operations

Topic 13

Emerging markets Global Strategy