

PEPPERDINE UNIVERSITY
THE GEORGE L. GRAZIADIO
SCHOOL OF BUSINESS AND MANAGEMENT

DR. MARGARET E. PHILLIPS

MBAM 618.14

DESIGNING AND MANAGING INTERNATIONAL ORGANIZATIONS

FALL TRIMESTER 2008 – SESSION A
AUGUST 28 TO OCTOBER 9

THURSDAY – 1 P.M. TO 5 P.M.

BECKMAN MANAGEMENT CENTER
DRESCHER GRADUATE CAMPUS
CLASSROOM U-2

SYLLABUS

DESIGNING AND MANAGING INTERNATIONAL ORGANIZATIONS MBAM 618.14 - FALL TRIMESTER 2008 – SESSION A

Day/Class Time: MBAM 618.14 – Thursdays – 1 p.m. to 5 p.m., August 28 to October 9
Possible Plant Tour – TBA for September 25 or 26

Location: Beckman Management Center, Drescher Graduate Campus, Room U2

Professor: Dr. Margaret E. Phillips
Associate Professor of International Business

Office Address: GSBM, Drescher Graduate Campus, Room 340

Telephone: Office/voice mail: 310 - 506-4089
Home: 310 - 828-5823 (9 a.m. - 9 p.m., please)

E-mail Address: margaret.phillips@pepperdine.edu

Blackboard: See WaveNet Blackboard for MBAM 618.14;
Please read in advance of our first class meeting.

Office Hours: Thursdays, 5:00 – 6:00 p.m.;
also, by phone and by appointment

COURSE DESCRIPTION:

This course builds from learnings attained in MBAM 608, the Organization and Management core course on *Theories and Models of Organization*. In the course, you will further develop your skills in critically evaluating an organization from multiple theoretical perspectives and integrating the findings into a diagnosis of the organization's current situation. Emphasis is placed on using the results of this well-grounded diagnosis to develop recommendations for change. Implications of the cultural context(s) of the organization and its members for the design of the organization are explored. A comprehensive understanding of the scope and process of organization design in international context is developed.

This serves as a 2-unit Organizational Management core elective and is required for the Global Business Concentration and the IMBA degree.

Prerequisite: MBAM 608 or consent of the instructor.

COURSE OBJECTIVES:

1. to understand the importance and value of applying organization theory to design effective organizations and high quality work environments in the global business context;
3. to use diagnostic skills and understandings to design new high-performing international organizations and to redesign organizations facing serious internal and external challenges;
4. to comprehend the impact of cultural context in general, and national culture in particular, upon the design and management of organizations and upon the individuals (managers and workers) that compose them; and,
5. to improve individual and team skills in written and oral communication of information gleaned from rigorous organizational analysis.

REQUIRED TEXTS AND COURSE MATERIALS FOR MBAM 618:

1. Morgan, G. *Images of Organization [Updated Edition]*. Thousand Oaks, CA: Sage Publications, 2006.
2. Morgan, G. *Creative Organization Theory*. Newbury Park, CA: Sage Publications, 1989.
3. Hall, E.T. & Hall, M.R. *Understanding Cultural Differences: Germans, French & Americans*. Yarmouth, ME: Intercultural Press, 1990.
4. Kelley, C. and Meyers, J. *Cross Cultural Adaptability Inventory (CCAI) – Self-Assessment. Item #02721*. Pearson/Reid-London House (Vangent Human Capital Management).
5. Articles from Pepperdine University Library databases, as indicated in syllabus.
6. Selected chapters from Deresky, H., *International Management: Managing Across Borders & Cultures* (4th Ed), and Adler, N., *From Boston to Beijing: Managing with a World View*.
Copies of these books are on reserve in the Drescher Graduate Campus Library. A full list of required readings from each of these books is attached to this syllabus.
7. Handouts -- available in class or in the WaveNet Blackboard for this course.

GRADING AND COURSE REQUIREMENTS:

Graded activities and their component value are as follows:

	<u>Percent of Course Grade</u>
1. Class Preparation, Participation, and Presence	30%
2. Written Assignments	25%
a) CCAI Action Report	
b) Global Executive Interview Report	
3. “Going International” Report <u>or</u> Plant Tour [one team only]	35%
4. Peer Evaluation	10%
	<u>Total</u> <u>100%</u>

Grades will be based on a weighted average of your scores.

Performance Standards are outlined in detail and posted in the “Course Documents” folder on the Blackboard.

Peer Evaluation standards are delineated on the *Peer Performance Evaluation* form posted on the Blackboard in both the “Course Documents” and the “Materials / Class Session 7” folders.

Assignments are to be done individually unless otherwise indicated.

EACH OF THE GRADING COMPONENTS IS DESCRIBED BELOW:

1. CLASS PARTICIPATION, including Preparation and Presence

Preparation for and presence in class are prerequisites for satisfactory class participation. Therefore, you will need to:

- attend all classes for the full time period;
- constructively contribute to class discussion;
- complete all reading, preparation, and writing assignments (individual and team); and,
- complete team assignments as a team, so all team members will be equally prepared to contribute to class discussions.

Your class participation grade will be based on my evaluation of the quality, insight, and creativity of your in-class contributions, as well as the quality and constructive character of the feedback given to other colleagues for their contributions to our course. Please see the *Performance Standards* on the Blackboard "Course Documents" folder for more detail regarding my expectations. Class participation is worth 30% of your final grade.

2. WRITTEN ASSIGNMENTS, including CCAI Action Report and Global Executive Interview

Please keep a portfolio (a two-pocket paper folder) of your written assignments, including:

- a. *all individual and team written assignments* due in the various class sessions;
- b. your *CCAI Action Report* assignment (see instructions below);
- c. your *Global Executive Interview Report* (see instructions below).

The *Performance Standards* posted on the Blackboard should guide the preparation of your written work. Unless otherwise indicated, all written work should meet the following format requirements:

- edit carefully for spelling, grammar, and punctuation;
- type, double-space, and number all pages;
- set margins in which I can write feedback (1" all around is preferable);
- use a type font that will not worsen my eyesight (≥ 12 characters per inch is preferable);
- do not exceed page limitations noted; and,
- prepare your papers in crisp business style, but retain academic attributes that convey your knowledge (i.e., clear and specific application of course concepts, citation of appropriate references).

Writing style and format will influence your grade.

Written assignments are due as noted in the syllabus and are worth, in total, 25% of your final grade.

CCAI Action Report:

- Complete the *Cross Cultural Adaptability Inventory* (CCAI) by circling your personal responses to each item on the scoring sheet, totaling each column on the second page of the scoring sheet, and graphing your inventory results on the circular "Profile" graph. Compare your skill development on the four dimensions (*emotional resilience, flexibility/openness, perceptual acuity, and personal autonomy*). [Students who completed the CCAI in MBAM 661 or MBA 665 should retake it, compare your previous vs. current results, and complete the assignment below for the dimension on which you scored lowest or showed least improvement.]

[NOTE: *The CCAI is a self-assessment instrument that helps you understand what qualities enhance your effectiveness at crossing cultures. More importantly, it allows you to become aware of the qualities that are your strengths and those that need improvement. I am aware that it is easy to manipulate the outcomes of inventories such as the CCAI, and it is often much more comfortable to do so. But I urge you to seriously, thoughtfully, and carefully consider each question on the*

inventory as you respond, and respond with an answer that reflects you as a person. In this way, this inventory will become a valuable tool for your personal development, enhancing your ability to enter and navigate within the multiple cultural contexts you encounter both here and abroad.]

- Identify that dimension on which you received your lowest relative score (dimensions have different scales), then read the *CCAI Action Planning Guide* for self-development suggestions along that dimension.
- Choose and perform one action step to improve your skill on that CCAI dimension. The action step must be new for you and initiated for this assignment, not one in which you already are or previously have engaged. Try to choose an action that is a *true challenge* to you. You may design your own action step, rather than choosing one suggested in the *CCAI Action Planning Guide*.
- Write two pages maximum reflecting on the following:
 - 1) the action step you chose;
 - 2) why it was a particularly appropriate step for you and for your development as a global leader;
 - 3) your experience performing the action;
 - 4) what you learned from the experience (especially what you learned about yourself);
 - 5) at which phase in the “culture shock cycle” (Deresky and Fukushima & Tang) this skill would be especially important and your action step particularly worthwhile to repeat;
 - 6) what you need to do to further develop yourself along this dimension prior to accepting an overseas assignment; and,
 - 7) for each of the other CCAI dimensions, suggest a few action alternatives tailored to helping you develop each of those cross-cultural skills.

Global Executive Interview: To supplement your team’s Going International Report [see 3.a. below], you will need to individually arrange and conduct at least one Global Executive *Interview*, send the interviewee a *thank you note*, and prepare a brief *report* on your experience. Your interview must be conducted in a timely manner so your findings can be used in preparing your Team Project. Your Report is due on the day of your Team Project Presentation (Class Session 6 or 7).

The Interview:

- This should be a face-to-face informational interview with an executive-level manager who you did not previously know and who, therefore, will be a new addition to your personal network:
 - Preferably, the executive should be from the country/region of your team’s Going International Report. Alternatively, if you are from abroad, you may choose an executive from your home country with substantial business experience in your team’s focal country.
 - It would be helpful for some team members to choose global executives from companies similar to the company your team creates for its Going International Report.
- Conduct the interview as you would a typical informational interview (per your CRC training).

In addition, ask:

- if / how the national culture affects the design and management of their organization?
- how did the executive prepare to work in cross-cultural contexts?
- what specific skills the global executive needs/uses?
- what would he/she suggest you do to develop these skills?

PLEASE REMEMBER THAT THIS INFORMATIONAL INTERVIEW IS NOT FOR THE PURPOSE OF ASKING FOR A JOB, AND NO SUCH DIRECT INQUIRY SHOULD BE MADE.

The Thank You Note:

- Immediately after the interview, write and send a formal thank you letter to the executive, and include a copy of this letter in your Portfolio. See Prof. Fran Grimes or the CRC for assistance in drafting this letter.
- In your thank you letter, be sure to cite key learnings and insights to impress upon your interviewee the value of your conversation with him/her.

The Report:

- Your Interview Report should be 1-page maximum and include:
 - 1) date/time of the interview
 - 2) summary information on the executive ((i.e., name & position title; company name, mailing address & phone number; primary business of the company; primary responsibilities of this executive);
 - 3) the most important learnings about cross-cultural management that you gleaned from this interview,

both for your team project and for your personal management practice (summarize, please; do not recount the conversation);

- 4) attachments: a copy of the executive's business card and a copy of your thank you letter.
- If you feel your interviewee would welcome future contacts with GSBM students, please send a copy of your Interview Report with attachments to Karen Weiss in the Career Resources Center (Karen.Weiss@pepperdine.edu).

3. TEAM PROJECT: GOING INTERNATIONAL REPORT or PLANT TOUR

As a final project, your team will design the management plan for a new overseas business venture — a ***Going International Report***. As an alternative, one team may choose to arrange for the class a ***Plant Tour*** of a local organization with multinational business activity, including a discussion with executives of the company and a debrief of the experience. Each is discussed below. Reports and debrief will be presented in Class Sessions 6 & 7 and will be worth 35% of your final grade.

3.a. Going International Report

This project requires your team to prepare and present the management plan for an overseas business venture of your own design. The company with which you “go international” must be socially responsible and sustainable. Your team may choose:

- a real organization that has not yet expanded to your team's country;
- a team member's actual organization;
- a company you or one of your team members would like to launch overseas; or,
- an imaginary organization that your team has created;

Your report is that portion of a business plan that describes the organization design and management practices you intend to employ in your new venture. It should be a 40-45 minute oral report (maximum), oriented to potential investors and interested stakeholders. The goal of your report is to convincingly demonstrate how your management plan will be effective and successful within the new international context — in the language of organization theory and design, you must show how your organization will achieve “a strategic stance well aligned with its external environment”. To do so, you must apply your MBAM 618 learnings regarding international organization design, incorporating the concepts and models from your MBAM 608 course in organizational diagnosis accurately and comprehensively where appropriate.

The report must include the following (in the order your team deems appropriate):

- Introduce your domestic company, its operations, industry, ownership, location, size, customers, competitors, products/services, and other relevant aspects, and give reasons for your decision to go international.
- Identify the country or region in which you intend to operate in this international expansion, and give some rationale for this choice.
- Present a culture scan of the relevant cultural context[s] in which you will be operating, and compare/contrast with that [those] of your domestic organization. Be sure your cultural analysis reflects relevant cultural contexts (e.g., national, regional, organizational, industry).
- Describe and/or construct a prototype of the product/service that you currently offer domestically, and explain the changes you anticipate your overseas market will demand.
- Describe the environment in which you will operate, explaining critical environmental sectors affecting your company and incorporating relevant learnings from your culture scan.

- Describe your design of the following organizational elements to fit the nature of the organization's environment while accounting for, addressing directly, and/or circumventing the central tendencies of the cultural context:
 - structure (be sure to include organization charts displaying both formal and informal structure)
 - recruitment / selection / placement
 - training and development
 - measurement (task accomplishment and performance assessment)
 - motivation and rewards
 - management style; consider also what would be the particular strengths and challenges of specific team members taking on leadership positions within this new organizational unit
 - scanning for changes in the organization's environment
 - any other organization design element necessary to adequately align your organization with its external environment and attain an appropriate strategic stanceBe sure to present a solid rationale for your decisions regarding each design element.
- Explain how your plan assures your organization will be socially responsible and sustainable within its new international context.

Again, remember to present the above elements of your report in the order your team deems appropriate.

Your Going International Report must be based upon extensive research by all team members into organizations, management practices, and the cultural context of the nation/region of your choice. Therefore, **as background for this assignment, your team is required to:**

- 1) Do thorough library and database searches (not a Google-type internet search) for relevant materials, including works from applicable journals in the field of international management (see the Drescher Graduate Campus Librarian for assistance). Also, consult the Deresky, Adler, and Hall & Hall texts for relevant country-specific information and references.
- 2) Check with me for some recommendations of country-specific books and/or articles.
- 3) Individually conduct at least one Global Executive Interview each (see instructions on p. 4).
- 4) Select one key article from your research on culture/management in your team's target country to share with your classmates as one of the required readings for the class session. The article should be accessible in a Pepperdine Library Database. At least one week prior to your team's presentation, please post a link to that article in the Blackboard "Team Communications / Group Pages / All Class / File Exchange" folder, with the full bibliographic reference to the article in an accompanying message. In doing so, you will be helping to prepare your colleagues for your team's presentation, as well as exposing us all to current information on management practices in a variety of national cultures.
- 5) Have a formal team consultation (all team members present) with Professor Fran Grimes in the Management Communication Center for advice on oral presentation content and style.

At the presentation, your team should provide each member of the class with:

- an outline of your report (e.g., copies of PowerPoint frames (3 per page) and any overhead slides);
- a list of your team's Global Executive Interviewees (name, title, company, interviewer only; no contact information);
- an intellectually robust bibliography of references on organizational and management issues in the country/region of your report.

Please bring a legible, hard copy of these handouts for me, along with copies of your Global

Executive Interview Reports. Post these documents in the course Blackboard following your presentation.

Your Going International presentation will be made in either Class Session 6 or 7, will be evaluated both by me and by your class colleagues, and will be worth 35 % of your final grade. [Generally, all members of a team will receive the same grade for this presentation. However, I reserve the right to modify the team grade for individuals whose contribution is significantly and obviously below team standard.]

3.b. Plant Tour [Alternative to Going International Report for ONE TEAM ONLY]

As an alternative to the “Going International” Report, one team may prepare and manage a Plant Tour within week 5 (September 25 or 26) to a local organization with international business activity. Plant Tour arrangements must be confirmed by Class Session 3.

The goals of this tour are:

- 1) as a whole class, to visit a nearby organization and observe how work is done;
- 2) to talk with owners and/or employees at multiple levels of the organization (i.e., senior executives, managers, and employees);
- 3) to learn how the organization is designed and managed (emphasizing design elements such as recruitment, selection, placement, training and development, performance assessment, rewards, innovation processes, methods of production or provision of service, supervision processes, leadership styles — in essence, anything that would be informative and inspiring for an aspiring manager);
- 4) to understand the impact of the cross-cultural context upon the design and management of the organization.

To accomplish this task, the team must:

- identify an organization they and the class wish to visit;
- verify that this organization has substantial international business activity;
- make contact with and gain approval for the tour from appropriate executives within that organization;
- with company representatives, plan content and logistics for the visit, emphasizing international and/or cross-cultural content and including a Q&A period with executives working internationally;
- in advance of the in-class introduction to the organization, conduct interviews with company or industry executives (see interview assignment below);
- prepare the class by introducing the company and industry in a 20 - 30 minute briefing the week prior to the trip (Class Session 4); in your briefing, describe the nature of the business, ownership, location, products/services, customers, competitors, size, history, and any other aspect you deem relevant. Draft a basic organization chart with detail about the organizational unit we will be visiting.
- arrange transportation and other logistics for the visit;
- collect and distribute questions prepared by the class teams in advance of the trip (send to class members only, **not** to the company);
- draft a cursory multiple perspectives analysis (use your MBAM 608 learnings) using the data collected from your company research, in the interviews, and during the plant tour;
- during a class session following the plant tour, debrief the class focusing on goals 3 and 4 above;
- during the debrief, *foster discussion* using your team’s multiple perspectives analysis draft and *guide the class* in developing, as thoroughly as possible, an assessment of the organization’s strategic stance and recommendations for positive change.
- prepare and send formal thank you letters to appropriate parties (please consult Professor Fran Grimes in the Writing Center as you prepare these letters).

As part of the preparation for the Plant Tour, team members will need to interview participants in the organization and the industry. In lieu of the Global Executive Interview and in advance of the plant tour, each Plant Tour team member must interview one executive within the company or the industry. Questions asked of these managers may differ

substantially from those required for the Global Executive Interview. Therefore, please attach to your Interview Report a sample list of the questions you asked in your interview.

The Plant Tour will be debriefed in Class Session 6. Your work on preparing, delivering, and debriefing the Plant Tour will be evaluated both by me and by your class colleagues, and will be worth 35 % of your final grade. [Generally, all members of a team will receive the same grade for this project. However, I reserve the right to modify the team grade for individuals whose contribution is significantly and obviously below team standard.]

3. PEER EVALUATION

At the conclusion of the course, you will assess the performance of each member of your team using copies of the *Peer Performance Evaluation* form posted on the Blackboard in both the “Course Documents” and the “Materials / Class Session 7” folders. This will provide your colleagues with valuable feedback about their performance on a team, and it will enhance your skill at giving feedback to your peers.

Upon completing the form, and prior to submitting it, please discuss the results of your evaluation with the person being assessed, and give him/her a copy of this peer performance evaluation. The average of your peer evaluation grades is worth 10% of your final grade.

POLICY ON ATTENDANCE:

- Attendance at the first class session is imperative. You will not be allowed to remain enrolled in the course if you miss the first class session.
- Attendance at all class sessions is required. Absences will have a direct impact on your final grade. Absence for any reason on the day of a team presentation will require justification from your team members of your *substantial* contribution to the preparation of the presentation and will result in your receiving at least a full grade lower than the team grade on the assignment.
- If you miss two class sessions, you will be dropped from the course.

POLICY ON CONDUCT:

GSBM students are expected to respect personal honor and the rights and property of others at all times. This includes abiding by the GSBM Full-Time Graduate Programs Honor Code, as well as the Pepperdine University rules on conduct. The Honor Code can be found in full on the MBAM webpage; the university rules on conduct can be found in the *Legal Notices* section of the GSBM Catalog.

POLICY ON DISABILITIES:

The Disability Services Office (DSO) offers a variety of services and accommodations to students with disabilities based on appropriate documentation, nature of disability, and academic need. In order to initiate services, students should meet with the Director of the DSO at the beginning of the semester to discuss reasonable accommodation; also a student must request accommodation or provide documentation to the faculty member. You may contact the director of the DSO at (310) 506-6500. For further information, visit the DSO Web site at: <http://www.pepperdine.edu/disabilityservices/>.

ABOUT YOUR PROFESSOR:

Margaret E. Phillips, Associate Professor of International Business at the Graziadio School, holds a B.A. in psychology from UCLA, an M.S. in administration from the Graduate School of Management at UC Irvine, and a Ph.D. in management from the Anderson School at UCLA. She has taught in the Pepperdine Executive, FEMBA, and FTMBA programs, and in both the MBA and Ph.D. programs at the Anderson Graduate School of Management at UCLA. Dr. Phillips has worked with multi-institutional consortia in California and New York, within the federal government, and in both line and staff positions in various public sector organizations.

Her teaching, research, training, and consulting are conducted primarily in the U.S., the Caribbean and Latin America, and Europe. In this work, Dr. Phillips focuses on cultural influences on behavior in and of organizations, management development in multicultural contexts, qualitative research methods, and the management of the arts. She has developed a process transpatriate managers can use to scan new cultural contexts and is currently engaged in research into production team processes in the film industry. Dr. Phillips designed and leads GSBM Study Tours to Baja California (*Doing Business in Mexico*) and Jamaica (*Doing Business in Developing Nations*).

Like her book, *Crossing Cultures: Insights from Master Teachers* (with co-editors Nakiye Boyacigiller and Richard Goodman; Routledge, 2004), Dr. Phillips' research and writing projects are usually conducted with a multi-national, multi-disciplinary team of colleagues. With such teams, she co-authored the original chapter on Culture for the first *Handbook for International Management Research* (1st Ed., Blackwell, 1996), and updated it for the 2nd edition (University of Michigan Press, 2004). She and her co-authors on these chapters served as the Keynote Panel for the Stockholm School of Economics, Institute for International Business Conference on "Identifying Cultures". With her co-author, Sonja Sackmann, she received a "best paper" award at the 7th International Western Academy of Management Conference in Lima, Peru, July 2002, for *The Multiple Cultures Perspective: An Alternate Paradigm for International Cross-Cultural Management Research* (excerpted in the Fall 2002 issue of the *Graziadio Business Report*). Also with Dr. Sackmann, Dr. Phillips more recently published "Contextual Influences on Culture Research: Shifting Assumptions for New Workplace Realities" in the *International Journal of Cross Cultural Management*.

Dr. Phillips is an active member of the Western Academy of Management, the Academy of Management, the Academy of International Business, the International Organization Network, and the European Group for Organization Studies. She has conducted a series of workshops on "Teaching International Management" for several of these professional associations and inaugurated and chaired international Teaching Exchanges for WAM in Peru and for AIB in Sweden. Dr. Phillips has co-chaired Doctoral and Junior Faculty Workshops for WAM and served as a Faculty Fellow for the Organization and Management Theory Division of the Academy of Management. Dr. Phillips co-designed & facilitated the 3-day symposium on *The Role of Culture in Unlocking Organizations* for EGOS-2005 in Berlin, was an invited participant in Thunderbird Business School's *Global Mindsets* in 2005, was an invited contributor to the symposium on *New Knowledge Developments in Culture and Management* at EGOS-2007 in Vienna, co-chaired the panel on *Unanswered Questions in Cross-Cultural Management Research* at AIB-2008 in Milan, and was the co-convenor of the 3-day symposium on the *Cultural Dynamics of Organizations* for EGOS-2008 in Amsterdam.

Dr. Phillips is married to Dr. Mario Gerla, a computer science professor at UCLA's School of Engineering. They have two daughters, Marisa and Cristina.

SCHEDULE OF CLASSES

The following schedule identifies all required readings and assignments for each class session.

- “Images” refers generally to Morgan's book *Images of Organization* (Updated Edition, 2006).
- "COT" refers to Morgan's *Creative Organization Theory* book; the number following "COT" refers to the article number in this Morgan book, not the page number.
- Copies of the “Deresky” and “Adler” books and the *CCAI Action Planning Guide* are on reserve in the Drescher Graduate Campus Library.
- “LIB” refers to articles available through the Pepperdine Library databases.
- “BB” refers to material available on the MBAM 618 WaveNet Blackboard. It is expected that, each week, you will read all announcements on our course Blackboard and download/read all postings for the class session from the “Materials” folder.
- “Skim” means “read through quickly, taking cursory notes of key points and concepts”. Otherwise, the expectation is that you will read carefully, taking copious notes. In both cases, be sure to identify any unresolved questions to bring to class.

PLEASE NOTE: YOU HAVE READING ASSIGNMENTS FOR THE FIRST CLASS SESSION (see below)

SESSION 1 – August 28: *The Impact of Culture on Organizational Life* *Cross-Cultural Simulation*

Required Reading:

BB: All postings and announcements

Course Syllabus for MBAM 618 (read carefully and prepare any questions)

Phillips, M.E. & Sackmann, S.A., “Managing in an Era of Multiple Cultures: Finding Synergies Instead of Conflict”, *Graziadio Business Report*, 5(4), Fall 2002.

Available at <http://gbr.pepperdine.edu/024/multi-cultural.html>

COT: 8, 17 (rethink 17 for the organization you used in your MBAM 608 analysis)

BB: Bennett, “Turning Frogs into Interculturalists” (BennettModel.doc)

BB: Phillips & Boyacigiller, “Cultural Scanning in Preparation for Study Abroad” (CultureScanNote.doc)
[Students who have taken MBAM 661, MBA 665, or the equivalent should compare/contrast the scope/content of the dimensions of the Phillips/Boyacigiller framework with that learned in the Cross Cultural Management course. What does each help you see differently?]

Skim the following Adler and Hall & Hall chapters for a deeper understanding of the cultural dimensions discussed in Phillips & Boyacigiller:

Adler: Chapter 1 – “Culture and Management” (skim)

Chapter 2 – “How Do Cultural Differences Affect Organizations?” (skim)

Hall and Hall: Part 1 - “Key Concepts: Underlying Structures of Culture” (skim)

Individual Preparation:

1. As you read Bennett, consider your current beliefs about the significance of cultural differences and your level of readiness for intercultural learning. What might you do to further your development?
2. Identify key similarities and differences between dimensions in Phillips/Boyacigiller *Integrated Framework for Cultural Analysis* and dimensions of the MBAM 608 Contingency Analysis.
3. Consider country/region and company ideas to propose to your team for the Going International Report, and consider companies to suggest for the Plant Tour option.
4. Complete the *Cross Cultural Adaptability Inventory* Self Assessment and begin preparing the *CCAI Action Report* written assignment (you will need time to initiate the new action step required).

**SESSION 2 – September 4: *Designing Cross-Cultural Organizations*
*Video Case on International Executive Exchange***

Required Reading:

BB: Goodman, Phillips, & Sackmann, "The Complex Culture of International Project Teams"
Kohls, 2 chapters on "Culture Shock" from *Survival Kit for Overseas Living* (skim)
Fukushima & Tang, "Cultural Transitions: A Biopsychosocial Model for Cultural Adaptation" (skim)
Dubinskias, "The Culture Chasm: Scientists & Managers in Genetic-Engineering Firms," (skim)
Handout: Bartlett & Ghoshal, "Managing in a Transnational Network"
Hall and Hall: Part 4 – "The Americans" (skim)
Deresky: Chapter 9 — "Staffing and Training for Global Operations" (pp. 387-410)
Chapter 10 – "Developing a Global Management Cadre" (pp. 415-432 only)
Cross Cultural Adaptability Inventory (CCAI)
CCAI *Action Planning Guide* — on reserve at Drescher Library

Individual Assignment:

Complete your chosen *CCAI* action step prior to this class session.

Team Preparation:

Make final decision re: country/region and discuss company ideas for Going International Report
or prepare solid written proposal for Plant Tour (please email this to me as soon as completed).

Individual Preparation:

Based on your team's country/company selection for the Going International Report or its Plant Tour proposal, identify potential candidates for your required Global Executive Interview.

**SESSION 3 – September 11: *Designing Organizations for Rapidly Changing Environments*
*Film: Knowledge Management***

Required Reading:

Images: Chapter 4 – "Organizations as Brains"
Chapter 8 – "Organizations as Flux and Transformation," skim 241-251; read 251-272
Chapter 12 – "Postscript" (skim)
COT: 24 and 40 (skim both)
LIB: Hansen, M.T., & von Oetinger, B. "Introducing T-Shaped Managers: Knowledge Management's Next Generation", *Harvard Business Review*, March 2001, 79 (3), 107-116.
Available in *Business Source Premier*
LIB: Dolan, S., Garcia, S., & Auerbach, A. "Understanding and Managing Chaos in Organizations", *International Journal of Management*, March 2003, 20 (1), 23-35. (skim)
Available in *Business Source Premier*.
LIB: Keene, A. "Complexity Theory: The Changing Role of Leadership", *Industrial and Commercial Training*, 2000, 32 (1), 15-19. (skim) Available in *Business Source Premier*.
BB: "Multicom International" Case
Resurrect and review your MBAM 608 work on the *Multicom International* case.

Individual Assignment:

CCAI Action Report due.

Individual Preparation:

As you complete the required readings, look for those attributes the various authors commonly identify as characteristics essential to organizations facing uncertain environments.

- What additional attributes do you believe may be necessary? Why?
- How do these attributes relate to Multicom Int'l at its founding (T₁) and at the end of the case (T₂)?

Team Assignment (due on Blackboard by Wednesday, September 17):

Outline the key differences in cultural assumptions at Multicom International at T₁ (founding) and T₂ (end of case). Add your team's findings to the "Multicom Culture Scan" posted on Blackboard.

**SESSION 4 – September 18: *Designing Organizations for the Global Context*
Plant Tour Introduction
*Guest Speakers***

Required Reading:

Skim the following Hall & Hall and Osland et al. chapters to understand the potential impact of national cultural context upon behavior in and of organizations:

Hall and Hall: Parts 5 & 6: “The French” and “The Germans”

LIB: Osland, J.S., De Franco, S., and Osland, A. “Organizational Implications of Latin American Culture: Lessons for the Expatriate Manager”, *Journal of Management Inquiry*, 1999, 8(2), 218-234. Available in *Business Source Premier*

LIB: Fan, P., & Zigang, Z., “Cross-Cultural Challenges When Doing Business in China,” *Singapore Management Review*, 2004, 26 (1), 81-90. Available in *Business Source Premier*.

Skim the following to understand key elements for designing organizations in international context:

BB &/or LIB: Organization Design articles selected by teams — see assignment below

Skim the following Deresky and Galbraith chapters for design options for international organizations:

Deresky, Chapter 8 – “Organization Structure & Control Systems” (skim pp. 290-310 only)

BB: Galbraith, *Designing the Global Corporation*

Chapter 6: “Multidimensional Structures”

Chapter 7: “Coordinating Across Networks”

Team Assignment (due Monday, September 15):

Selection/posting of required reading assignment:

Each team will select one article on the application of a key organization design element [e.g., *structure* (formal/informal), *recruitment/selection/placement*, *training and development*, *measurement* (task accomplishment and performance assessment), *motivation and rewards*, *scanning practices*] to international organizations. The article should be accessible in a Pepperdine Library Database. This article is to be shared with your classmates as required reading for this class session. Therefore, you must post the article (or a link to it) in the Blackboard “Team Communications / Group Pages / All Class / File Exchange” folder by Monday, September 15

Individual Preparation:

Based on your readings for this and previous weeks’ class sessions, prepare 3 questions to ask the international executives who will be our guest speakers.

**SESSION 5 – September 25: *Plant Tour and Case Analysis*
[Plant Tour may also be arranged for September 26]**

Required Reading:

Read in greater depth any and all articles skimmed last week that will have direct relevance for your team project and/or our Plant Tour.

Individual Preparation:

Complete your executive interviews and conduct research for your team projects.

Team Preparation and Written Assignments:

• **Plant Tour Team** — see Plant Tour description on page 6 of this syllabus.

• **Other Teams (due to Plant Tour Team in advance of Tour date):**

Prepare 5 questions to ask at the company to learn about their organization design. Send these questions to the Plant Tour Team at least 3 days prior to the Tour. The Plant Tour Team will collate and distribute the full list to the whole class.

SESSION 6 – October 2:

***Managing in International Contexts – Part I
Going International Reports
Plant Tour Debrief***

Required Reading:

BB &/or LIB: Presenting Teams' selected articles

Handout: Adler, N.J., "Leading Globally." Chapter 6 in *International Dimensions of Organization Behavior* (5th Edition). Thomson/South-western, 2008: 157-183.

Team Assignments for presenting teams:

- *Plant Tour Debrief* and/or *Going International Report*
- *Selection/posting of required reading assignment* (due by Friday, September 26):
Please select one key article from your research on culture/management in your team's target country to share with your classmates as required reading for this class session. The article should be accessible in a Pepperdine Library Database. Post a link to that article in the Blackboard "Team Communications / Group Pages / All Class / File Exchange" folder, and post the full bibliographic reference to the article in an accompanying message. Please make these available to your class colleagues one week in advance of your presentation.

Individual Written Assignments:

- *Global Executive Interview Report* and thank you letter due from each member of presenting teams (see instructions on p. 4-5).

SESSION 7 – October 9:

***Managing in International Contexts – Part II
Going International Reports
Peer Performance Evaluations DUE***

Required Reading:

BB &/or LIB: Presenting Teams' selected articles

Team Assignments for presenting teams:

- *Plant Tour Debrief* and/or *Going International Report*
- *Selection/posting of required reading assignment* (due by Friday, October 3):
Please select one key article from your research on culture/management in your team's target country to share with your classmates as required reading for this class session. The article should be accessible in a Pepperdine Library Database. Post a link to that article in the Blackboard "Team Communications / Group Pages / All Class / File Exchange" folder, and post the full bibliographic reference to the article in an accompanying message. Please make these available to your class colleagues one week in advance of your presentation.

Individual Written Assignments:

- *Global Executive Interview Report* and thank you letter due from all members of presenting teams (see instructions on p. 4-5).

Peer Performance Evaluations:

Make copies of the Peer Performance Evaluation form and complete one for each of your fellow team members. Follow the instructions on the form. Please complete these before class, and give a copy to each person evaluated.

DERESKY BOOK REQUIRED READINGS

Deresky, H. (2003). *International Management: Managing Across Borders and Cultures* (4th Ed.). New Jersey: Prentice Hall .

Copies of this book are available on reserve in the Drescher Graduate Campus Library.

For Class Session 2:

Chapter 9, pp. 387-410 — “Staffing and Training for Global Operations”

Chapter 10, pp. 415-432 only — “Developing a Global Management Cadre”

For Class Session 4:

Chapter 8, pp. 290-310 only — “Organization Structure and Control Systems”

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ADLER BOOK REQUIRED READINGS

Adler, N. (2001). *From Boston to Beijing: Managing with a World View*. Cincinnati, OH: Southwestern College Publishing.

Copies of this book are available on reserve in the Drescher Graduate Campus Library.

For Class Session 1:

Chapter 1 – “Culture and Management”

Chapter 2 – “How Do Cultural Differences Affect Organizations?”