

COMPARATIVE INTERNATIONAL MANAGEMENT

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OBJECTIVES and COURSE DESCRIPTION

This course focuses on the study of management and organisational behaviour across different countries and systems, identifying differences and similarities, reasons for them and the impact they have on international management.

The second objective of the course is to increase the participants' awareness to cultural differences, helping them to overcome the considerable difficulties which arise when negotiating and doing business in an international setting and when interacting with persons from different nationalities.

At the end of the course students should be able to:

- Have a good knowledge of the main models within the Intercultural Management field and relate these models to international management issues.
- Be aware of the importance of national culture in the different areas of management, including in communicating and negotiating with partners with different cultural backgrounds.
- Increase their intercultural intelligence.

MAIN TOPICS

1 – Management and organisational behaviour in different contexts: differences and similarities across countries. Economic development and culture.

The field of Intercultural Management/Comparative Management. Types of studies.

2 – Culture as an explanatory factor.

Hofstede's dimensions: power distance, uncertainty avoidance, individualism, masculinity, long-term orientation.

3 – Intercultural communication. Negotiating across the globe.

Gesteland's model.

BIBLIOGRAPHY

Adler, Nancy - International Dimensions of Organizational Behavior South-Western College Pub. 2202 (4th Ed.)

Fukuda, Kazuo – Japanese Management in East Asia and Beyond – The Chinese Univ.Press (HK), 1997

Gesteland, Richard – Cross-Cultural Business Behavior – Copenhagen Business School Press, 2005 (4th Ed)

Hofstede, Geert - Cultures and Organizations: Software of the Mind – McGraw-Hill, 1997

Huntington, Samuel – The Clash of Civilizations – Remaking of World Order, 1996

Lewis, Richard – When Cultures Collide – Nicholas Brealey Pub., 1999

Robalo, A. – Comparative management – Sílabo, 2004 (Bilingual edition)

Trompenaars, Fons - Riding the Waves of Culture - N. Brealey, 1997

Class Handouts: Various readings

ASSESSMENT

Individual and group assignments, class participation and attendance (50%) and a final written test (50%).

Provisional Schedule (pls see attachment)

ASSIGNMENTS AND DEADLINES

A) Individual assignment

Essay with

- i) description of the main characteristics of your culture/country and what differentiates it from other cultures and countries;
- ii) advices you would give to a foreign friend about to visit your country and work there.

Due 17-02-2011 Length: up to 1000 words

B) Individual assignment

Report on your first impressions of Portugal/Lisbon. Please attach up to 3 photos you deem interesting.

Due 25-03-2011 Length: up to 1000 words

D) Group assignment with PP presentation in class

Choose one from:

D1. "The clash of civilizations"

D2. "Is there an European identity?"

Role-playing: D3 US Americans vs Japanese, D4 Germans vs Italians

Country profiles: D5 India, D6 China, D7 Egypt

D8. Presentation about each culture as seen by native students (based on reports A)

D9 First impressions of Portugal (based on reports B)

For the country profile you should give some information about the country (short overview), about the culture (using the cultural dimensions you have studied) and give advice on how best to negotiate in that country.

You can define yourselves as consultants to a company that is considering a direct investment in the country.

Plan to take about 20 to 30 minutes for the presentation and 15 minutes for discussion.

For essays D1 to D7, PP file with slides for presentation due April, 8.

For essays D8 and D9, PP file with slides for presentation due May,3.

Either you write comments about each slide in the PP file or you send them in a Word file.

If you wish, you may send a file with the final report, incorporating corrections and improvements from the discussion in class, until one week after your oral presentation.

You should document all the sources used in your work. Plagiarism is a serious offense.
One-nationality teams are not accepted

All reports are to be sent by e-mail to Antonio.robalo@iscte.pt

OPTIONAL ASSIGNMENTS

Other graded assignments are possible. Contact me in case you are interested.

All reports must be sent by e-mail to Antonio.robalo@iscte.pt

All files and e-mail messages MUST ALWAYS be identified in a clear way.

PLEASE READ CAREFULLY THE INFORMATION BELOW

Name of file and subject of e-mail message must conform to the following:

For the individual essays:

Your name (First name, family name), and the title of the Essay

Examples: Ilse Schmidt Assign A Germany.doc or

Magdalena Gwizdz Assign B First impressions.doc

For the group assign.: D number title, like: D2 Euroidentity.ppt, or

D7 Egypt.ppt

The essay or report should itself be clearly identified - before the contents, please write your name, date, and other relevant information.

For assignment C, send the photos as file attachments (not within the word document) with names as above. Example: Ilse Schmidt S1 photo1.jpg, or similar.

Any optional assignment you send must always be named like "Danuta Gorniak XXX", where XXX is the subject or name of the assignment.

Please note that I cannot accept any answers in the mail message - pls always send a Word file in attachment.

No assignments accepted one week past their deadline.