

Management Across Cultures

Section 1

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| Instructor/Title | Linda A. Bohaker, Professor |
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【Course Outline / Description】

The management functions of planning, organizing, leading and controlling are at work in every organization. This course explores traditional management theories and principles in each of these areas, as well as the demand for management innovation to better meet the needs of organizations in the 21st century. The course will also address how cultural values and beliefs shape the management practices of communication, decision making, leadership, planning, and organizational structures in businesses throughout the world. Japanese management principles will also be briefly addressed.

Section 2

【Course Objectives/Goals/Learning Outcomes】

By the end of this course students will be able to

- explain the basic principles and functions of management;
- define and explain the need for management innovation in the 21st century;
- explain how cultural values and beliefs shape management practices;
- apply these concepts and cultural values to management situations/case studies.

Section 3

【Class Schedule/Class Environment, Literature and Materials】

| Class Date | Topics | Readings for Class | Assignments Due |
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| Week 1 Thurs 9/6 | Introduction to the course Introduction to management Overview of management history | Review syllabus | |
| Fri 9/7 | Drucker – what is management; overview of three dimensions of management | Read Drucker, Chap. 1 (pp. 1-12), Chap. 2 (pp. 18, 23, 24) and Chap, 3 (pp. 26-33). | |

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| <p>Week 2 Thurs 9/13</p> | <p>Drucker – management dimensions #1 and #3</p> | <p>Read Drucker, Chap. 8 (pp. 85, 89, 90), Chap. 9 (pp. 97-106) and Chap, 20 (pp. 213-220).</p> | |
| <p>Fri 9/14</p> | <p>Drucker -- management dimension #2</p> | <p>Read Drucker, Chap. 17 (pp. 183, 187-190), Chap. 18 (pp. 191-196) and Chap. 19 (pp. 197-202).</p> | |
| <p>Week 3 Thurs 9/20</p> | <p>Drucker – the manager’s work</p> | <p>Read Drucker, Chap. 24 (pp. 250-257), Chap. 25 (pp. 260-266) and Chap. 27 (pp. 280-291)</p> | |
| <p>Fri 9/21</p> | <p>Review of Drucker’s model of management; in-class group assignment</p> | <p>Prepare to discuss Drucker’s model of management</p> | <p>Individual written assignment #1</p> |
| <p>Week 4 Thurs 9/27</p> | <p>Deming – definition of quality</p> | <p>Read Deming, Chap. 1 (pp. 3-18), Chap. 2 (p. 19) and Chap. 3 (pp. 35-50)</p> | |
| <p>Fri 9/28</p> | <p>Deming – discussion of 14 Points</p> | <p>Read Deming, Chap. 9 (pp. 113, 124-125) and assigned chapters from Chapters 10-14 (pp. 126-174).</p> | |
| <p>Week 5 Thurs 10/4</p> | <p>Guest Speaker – Bob Noddin, CEO AIG Japan</p> | <p>Read articles/research AIG Japan</p> | |
| <p>Fri 10/5</p> | <p>Deming – discussion of 14 Points</p> | <p>Read Deming, Chap. 15 (pp. 175-182), Chap. 16 (pp. 183-190), Chap. 17 (pp. 199-204), Chap. 18 (pp. 205-212), and Chap. 21 (pp. 242-243). Prepare to discuss Deming’s model of management</p> | |

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| Week 6 Thurs 10/11 | Lencioni – building a team | Read Lencioni (pp. 187-220) | Individual Written Assignment #2 |
| Fri 10/12 | Hamel -- management innovation | Read Hamel, Chap. 2 | |
| Week 7 Thurs 10/18 | Midterm Exam (graded discussion) | Prepare for midterm exam | |
| Fri 10/19 | Hamel – management innovation | Read Hamel, Chap. 3 | |
| Week 8 Thurs 10/25 | Hamel – management innovation case study | Read Hamel, Chap. 4 | |
| Fri 10/26 | Hamel – management innovation case studies | Read Hamel, Chaps. 5 and 6 | |
| Week 9 Thurs 11/1 | Hamel – management innovation | Read Hamel, Chap. 7 | |
| Fri 11/2 | Hamel – management innovation | Read Hamel, Chap. 8 | |
| Week 10 Thurs 11/8 | Hamel – management innovation | Read Hamel, Chap. 9 | Individual Written Assignment #3 |
| Fri 11/9 | Review of Hamel and management innovation | Assignment to be determined | |
| Week 11 Thurs 11/15 | Japanese Management | Read article on <i>The Art and Practice of Japanese Management</i> | Individual Written Assignment #4 |
| Fri 11/16 | Review of Management Models | | |

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| Week 12 Thurs 11/22 | Meyer – an overview of The Culture Map and communication | Read Meyer, Intro and Chap. 1 | |
| Fri 11/23 | Meyer – evaluating/feedback and persuading | Read Meyer, Chaps. 2 and 3 | |
| Week 13 Thurs 11/29 | Meyer – leading and deciding | Read Meyer, Chaps. 4 and 5 | |
| Fri 11/30 | Meyer – building trust | Read Meyer, Chap. 6 | |
| Week 14 Thurs 12/6 | Meyer – disagreeing | Read Meyer, Chap. 7 | |
| Fri 12/7 | Meyer – scheduling | Read Meyer, Chap. 8 | Individual Written Assignment #5 |
| Week 15 Thurs 12/13 | Group Presentations on The Culture Map | Prepare for group presentations | |
| Fri 12/14 | Group Presentations on The Culture Map | Prepare for group presentations | |
| Week 16 | Final Exam Period – date to be determined | | |

【Textbooks/Reading Materials】

Drucker, Peter F. *Management, Revised Edition*. New York: HarperCollins Publishers, 2008.
ISBN 978-0-06-125266-2.

Aguayo, Rafael. *Dr. Deming, The American Who Taught the Japanese About Quality*.
New York: Simon & Schuster, 1990. ISBN 0-671-74621-9 Pbk.

Lencioni, Patrick. *The Five Dysfunctions of a Team*. 2002. ISBN 0-7879-6075-6.

Hamel, Gary. *The Future of Management*. Harvard Business School Press, 2007.
ISBN: 978-1-4221-0250-3

Meyer, Erin. *The Culture Map, Breaking Through the Invisible Boundaries of Global Business*. Perseus Books Group, 2014. ISBN: 978-1-61039-250-1

Section 4

【Learning Assessments/Grading Rubric】

Your evaluation will be based on the following:

- 20% = class participation
- 20% = individual writing assignments
- 10% = group assignments/projects
- 25% = midterm exam
- 25% = final exam

Since class participation is a significant part of the student's contribution to the course and to his/her grade, regular attendance is expected. Being absent from or late to class will lower your class participation grade. Students may discuss their class participation grade with the professor at any time throughout the term.

Exams and writing assignments will be graded and returned to students in a timely manner.