Global Management (CGE)
Management and Leadership D (ASP)
Management Across Cultures

Section 1

Instructor/Title	Linda A. Bohaker, Professor
Office/Building	Main Administration Building #912

【Course Outline / Description】

The management functions of planning, organizing, leading, and controlling are at work in all types of organizations – small and medium-sized businesses, large multinational companies, non-profit organizations, local/national governments, international organizations.   As more and more individuals and organizations operate in a more interconnected, multi-cultural environment, there is a need to understand the basic concepts of management within a cultural context.   With this goal in mind, this course explores traditional management theories and principles, 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.

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
- articulate the management concepts and cultural values that shape their own management model/style

Section 3
【Class Schedule/Class Environment, Literature and Materials】

Class Date	Topics	Readings for Class	Assignments Due

Class 1	Introduction to the course Introduction to management Overview of management history	Review syllabus	
Class 2	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).	
Class 3	Drucker – management dimensions #1 and #3	Read Drucker, Chap. 8 (pp. 85, 89, 90), Chap. 9 (pp. 97-106), and Chap. 20 (pp. 213-220)	
Class 4	Drucker -- management dimension #2	Read Drucker, Chap. 17 (pp. 183, 187-190), Chap. 18 (pp. 191-196) and Chap. 19 (pp. 197-202).	
Class 5	Drucker – the manager's work	Read Drucker, Chap. 24 (pp. 250-257), Chap. 25 (pp. 260-266) and Chap. 27 (pp. 280-291)	
Class 6	Review of Drucker's model of management	Prepare to discuss Drucker's model of management	Written assignment #1
Class 7	Deming – definition of quality	Read Deming, Chap. 1 (pp. 3-18), Chap. 2 (p. 19) and Chap. 3 (pp. 35-50)	
Class 8	Deming – discussion of 14 Points	Read Deming, Chap. 9 (pp. 113, 124-125) and assigned chapters from Chapters 10-14 (pp. 126-174).	

Class 9	Deming – discussion of 14 Points	Read assigned chapters from 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).	
Class 10	Review of Deming's model of management	Prepare to discuss Deming's model of management	Written Assignment #2
Class 11	Lencioni – building a team Possible Guest Speaker	Read Lencioni (pp. 187-220)	Written Assignment #3
Class 12	Exam #1 on management models of Drucker, Deming and Lencioni (graded discussion and written analysis)		
Class 13	Hamel – management innovation	Read Hamel, Chap. 2	
Class 14	Hamel – management innovation	Read Hamel, Chap. 3	
Class 15	Hamel – management innovation case study – Whole Foods Market	Read Hamel, Chap. 4	
Class 16	Hamel – management innovation case study – W.L. Gore	Read Hamel, Chap. 5	
Class 17	Hamel – management innovation case study -- Google	Read Hamel, Chap. 6	Written Assignment #4
Class 18	Hamel – management innovation	Read Hamel, Chap. 7	

Class 19	Hamel – management innovation	Read Hamel, Chap. 8	
Class 20	Exam #2 on Hamel's management model (graded discussion and written analysis)		
Class 21	Meyer – an overview of The Culture Map	Read Meyer, Introduction	
Class 22	Meyer – communication	Read Meyer, Chap. 1	
Class 23	Meyer – evaluating/feedback	Read Meyer, Chap. 2	
Class 24	Meyer -- persuading	Read Meyer, Chap. 3	
Class 25	Meyer – leading and deciding	Read Meyer, Chaps. 4 and 5	
Class 26	Meyer – building trust and scheduling	Read Meyer, Chaps. 6 and 8	
Class 27	Meyer – disagreeing	Read Meyer, Chap. 7	
Class 28	Review of Meyer's Model (The Culture Map)		Written Assignment #5
Class 29	Group Discussion on The Culture Map	Prepare for group discussion	
Class 30	Group Discussion on The Culture Map	Prepare for group discussion	
	Final Exam Period – date to be determined		Final Essay on Own Model of Management

【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

Selected readings from these texts will be provided by the professor.

There may be a guest speaker to talk about his/her management experience and philosophy.

Section 4
【Learning Assessments/Grading Rubric】
Your evaluation will be based on the following:
  25% = class participation and management journal
  20% = written assignments
  10% = group discussion on The Culture Map
  15% = Exam #1
  15% = Exam #2
  15% = Final Essay

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 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.

Section 5
【Additional Information】