

Management Across Cultures (Management and Leadership D)

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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| 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). | |

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| 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 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 | |
| Class 10 | Review of Deming’s model of management | | Written Assignment #2 |

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| Class 11 | Lencioni – building a team | Read Lencioni (pp. 187-220) | |
| Class 12 | Midterm Exam (graded discussion) | | |
| 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 | Read Hamel, Chaps. 4 and 5 | |
| Class 16 | Hamel – management innovation case studies | Read Hamel, Chap. 6 | |
| Class 17 | Hamel – management innovation | Read Hamel, Chap. 7 | |
| Class 18 | Hamel – management innovation | Read Hamel, Chap. 8 | |
| Class 19 | Hamel – management innovation | Read Hamel, Chap. 9 | |
| Class 20 | Review of Hamel and management innovation | | Written Assignment #3 |
| Class 21 | Japanese Management | Read article on <i>The Art and Practice of Japanese Management</i> | |
| Class 22 | Review of Management Models | | Written Assignment #4 |

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| Class 23 | Meyer – an overview of The Culture Map and communication | Read Meyer, Intro and Chap. 1 | |
| Class 24 | Meyer – evaluating/feedback and persuading | Read Meyer, Chaps. 2 and 3 | |
| Class 25 | Meyer – leading and deciding | Read Meyer, Chaps. 4 and 5 | |
| Class 26 | Meyer – building trust | Read Meyer, Chap. 6 | |
| Class 27 | Meyer – disagreeing | Read Meyer, Chap. 7 | |
| Class 28 | Meyer – scheduling | Read Meyer, Chap. 8 | Written Assignment #5 |
| Class 29 | Group Presentations on The Culture Map | Prepare for group presentations | |
| Class 30 | Group Presentations on The Culture Map | Prepare for group presentations | |
| | 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% = written assignments
- 10% = group presentation
- 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.