

## Management Across Cultures

### Section 1

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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 21<sup>st</sup> century
- explain how cultural values and beliefs shape management practices

### 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 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	Read Lencioni (pp. 187-220)	Written Assignment #3
Class 12	Exam #1 (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, Chaps. 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	
Class 18	Hamel – management innovation	Read Hamel, Chap. 7	
Class 19	Hamel – management innovation	Read Hamel, Chap. 8	
Class 20	Exam #2 (graded discussion and written analysis)		
Class 21	Japanese Management	Read article on <i>The Art and Practice of Japanese Management</i>	Written Assignment #4
Class 22	Meyer – an overview of The Culture Map and communication	Read Meyer, Intro and 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	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

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

#### Section 4

##### 【Learning Assessments/Grading Rubric】

Your evaluation will be based on the following:

25% = class participation and management journal

20% = written assignments

5% = group presentation

15% = Exam #1

20% = Exam #2

15% = 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.