



INSTITUTO UNIVERSITARIO DE INVESTIGACIÓN
EN ESTUDIOS NORTEAMERICANOS
"BENJAMIN FRANKLIN"

Course	International Principles of Management
Program, semester, year	International Studies Program, Spring 2024
Credits ECTS	4,5 (3 USA)
Instructor's full name and email	Jaclyn K. Brandhorst brandhorst@ucmo.edu
Block dates (days and time)	Monday-Thursday, 9am-12pm
Classroom	TBA
Class hours	45
Office Hours	
Requirements	
Language of instruction	English
Type of teaching	In person

INTRODUCTION

This course is designed to explore the management of organizations in an international context. We will examine the role of culture, organizational strategy, and behavior cross-culturally to help you develop and apply the skills necessary to manage effectively in organizations. Globalization, rapid expansion of technology, and an increasingly diverse workforce require today's managers to be attune to differences and capable of adopting management principles that recognize and account for a multi-cultural workforce.

COMPETENCES

Things you can accomplish through diligent work in this course:

General Competences (GC):

- 1) Define fundamental concepts related to the practice of management, including, but not limited to, the management process, principles of teams and teamwork, employee motivation, behavior, and leadership, and human resource management in an international context.
- 2) Developing skills related to the management and strategic planning of organizations including, but not limited to, setting company objectives, developing long and short-term goals, implementing planning and control techniques, and managing complex tasks.
- 3) Identify best practices and recognize the role of culture in motivating employees, developing a cohesive team, and managing conflict in interpersonal situations with coworkers.

Specific Competences (CE):

Topics	Learning Objectives
Managers and the Management Process	<p><i>CE 1:</i> Explain the roles and responsibilities managers fulfill in organizations</p> <p><i>CE 2:</i> Describe the four functions of management</p>
Organizational Structures	<p><i>CE 1:</i> Distinguish between common organizational structures</p> <p><i>CE 2:</i> Analyze the advantages and disadvantages of organizational structure types</p> <p><i>CE 3:</i> Explain how organizational characteristics such as formalization, specialization, and centralization influence how the organization is structured and functions</p>
Strategic Planning & Control	<p><i>CE 1:</i> Identify how managers formulate and implement strategic plans</p> <p><i>CE 2:</i> Explain how strategies, objectives, policies, procedures, selection, training, performance appraisal, job design, and compensation relate to the control function of management</p>

Cultures, Diversity, and Organizations	<p><i>CE 1:</i> Describe the concept of cultural values, and relate some of the international differences, similarities, and changes occurring in terms of both work and managerial values</p> <p><i>CE 2:</i> Identify the major dimensions of culture relevant in work settings, and discuss their effects on behavior in an international environment</p> <p><i>CE 3:</i> Discuss the common guidelines and principles that are used in building multicultural effectiveness at the team and the organizational levels</p>
Intercultural Communication & Negotiation	<p><i>CE 1:</i> Define the term communication and discuss differing verbal communication styles, and explain the importance of message interpretation</p> <p><i>CE 2:</i> Explore the language, perception, and culture of communication and nonverbal barriers to effective international communication.</p> <p><i>CE 3:</i> Develop approaches to international negotiations that respond to differences in culture</p>
Motivating Employees in a Multicultural Workforce	<p><i>CE 1:</i> Discuss how perceptions, personality, and attitudes influence individual behavior</p> <p><i>CE 2:</i> Explain the hierarchy-of-needs, two-factor, and achievement motivation theories, and assess their value to international human resource management</p> <p><i>CE 3:</i> Describe the importance of job design, work centrality, and rewards in motivating employees in an international context</p>
Leadership Across Cultures	<p><i>CE 1:</i> Examine the basic philosophic foundations and styles of managerial leadership</p> <p><i>CE 2:</i> Discuss the impact of culture and leader behavior on effective leadership practices</p>
Building Effective Teams	<p><i>CE 1:</i> Describe how managers create and lead high-performance teams</p> <p><i>CE 2:</i> Identify how the various stages of team development impact overall team performance</p>

METHODOLOGY

This class uses team-based and applied learning to help you engage course concepts. Just as you will be required to work with others in your career, this course asks you to collaborate with your peers to engage in critical thinking, be creative, and produce quality work. Management involves influencing and leading others. So, interaction is important in this course. My courses rely heavily on discussion, interactive exercises, and project work. ***Most of our class sessions will be spent applying course concepts rather than reviewing them. As such, it is critically important for you to come to class having read the assigned material and feeling prepared to discuss your thoughts/reactions to the piece(s) with your team.***

As your instructor, my role is to be a facilitator for student learning--to provide semi-structured activities designed to develop your critical thinking and communication skills, provide bridges between management theory/practice, and offer relevant examples of management principles in action. The student is responsible for playing the role of a mid-level manager in terms of time planning and scheduling, performance, and in developing his/her own conceptual, human relations, and communication skills.

PREPARATION FOR CLASS

Students are expected to participate fully in class and to help create an atmosphere of learning for everyone. Students are further expected to treat everyone within the classroom with respect and dignity, discuss controversial issues or views without insulting the integrity of another, and to attend to whatever task is at hand within the classroom. The course involves a large amount of public speaking, and the classroom environment should be one that fosters confidence and allows students the opportunity to grow their communication skills without anxiousness.

Behaviors which will not be tolerated include: chronic tardiness, talking to someone else while the class is otherwise engaged; doing homework, reading, or some other unrelated task; and use of cell phone or other electronic device during class time.

WRITTEN WORK & PLAGIARISM

Written assignments need to be in APA format which includes TYPED in Times New Roman, 12 pt. font, double-spaced, with 1" Margins. Please ensure you cite all information from outside sources in APA style.

The quality of your written work signifies the time and care in which it was prepared. Errors in spelling, grammar, typography and punctuation can significantly reduce your overall grades for your assignments.

EVALUATION

This course is team-based and will quickly require you to be able to apply course concepts to case studies and class discussions. All class periods include an opportunity to earn participation points (via activities, discussions, free-writes, etc)..

Quizzes (RATs both individual and team)

You will be required to take a short quiz (called RATs or readiness assurance tests) at the beginning of every class period. These RATs will be taken both individually and as a team. This is designed to 1)

further develop your teamwork and negotiation skills, 2) demonstrate your ability to apply course content, and 3) hold you accountable to your peers for course material. We do not have any large exams in this course; RATs are designed to test your knowledge of course concepts.

Application Activities

Aside from the individual and team-based quizzes, your team will also complete application activities together. These activities are focused on concept applications and will be open book and open note. Often times, these application activities require you to apply your knowledge of course concepts to hypothetical or real-world scenarios (hence, our RATs help prepare you for application activities). All team members that are present during the entire exercise will receive the same score.

Peer Evaluations

Teams will have the opportunity to engage in a 360-degree evaluation of their team; we will discuss the value of feedback extensively in this course and you will have the opportunity to practice giving meaningful feedback to your colleagues in a productive way.

Journal Reflections

Outstanding leaders take time to reflect. Reflection has been shown to help develop a growth mindset, improve focus, confidence, and resilience. Each week, you will submit a brief journal entry reflecting on your overall learning. These reflections can include your thoughts on course activities/concepts, observations you have made about yourself or the experience of working in a team, your travels, cultural adjustment, etc. This assignment is about creating a space for you to stop and reflect on your personal and educational journey during your time in Spain.

Cultural Analysis Presentation & Paper

Teams will work together to complete a comparative analysis of how culture impacts the management of organizations in the United States v. Spain. Using Hofstede's insights on cultural dimensions, teams will explore how the United States and Spain share similarities and differences across the six dimensions of culture and analyze how those differences may impact the practice of managers and organizations.

Activity	Points
Individual Performance	
Readiness Assurance Tests (Individual)	120 (15 pts each)
Journal Reflections	40 pts
Site Visits/Field Trip Reflections`	45 pts

360 Degree Review Process (Peer evaluations)	TBD
Team Performance	
Readiness Assurance Tests (Team)	240 pts
Organizational Structure Application Activity	20 pts
Intercultural Communication Application Activity	20 pts
Employee Motivation Application Activity	20 pts
Cross-Cultural Leadership Application Activity	20 pts
Cultural Analysis Presentation & Paper	100 pts
Participation	
Daily activities, discussion questions/reflections	100 pts
TOTAL	725 pts

ATTENDANCE (Instituto Franklin-UAH Policy)

Attendance is mandatory. Students are not permitted to miss any classes of the program without proper justification (i.e. emergencies, health problems, in this case students have to show a medical note). The following types of excuses are not justified: family visits, illnesses without a medical note, personal trips, etc. Each unjustified absence will result in a grade deduction of 10 points in the final grade of the class (example: from A to B). Students will not be allowed, in the classroom or fieldtrips, to arrive 10 minutes late or more. If a student has continual delays, he/she will be penalized with an absence and the instructor may not allow them into class or the visit.

STUDENTS WITH SPECIAL NEEDS (Instituto Franklin-UAH Policy)

Students with special needs should contact Antonio Fernández: antonio.fernandezm@uah.es Instituto Franklin-UAH can accommodate these students who show through a medical note or a note from their academic advisor that require help in order to fulfill the program.

USE OF TECHNOLOGY IN CLASS

The use of technology is essential today in education, but if is used inappropriately it can be harmful for students. It is necessary that students ask for permission from the teacher in order to use any technological devices. Faculty should make clear to students in what instances technology can be used.

CLASS SCHEDULE

Week 1	Topic	Readings/Assignments
Jan. 17th	Welcome & Course Overview	
Jan. 18 th	Managers & the Management Process	Ch. 1 (Schermerhorn & Bachrach)
Week 2		
Jan. 22 nd	Organizational Structures	Ch. 8 (Schermerhorn & Bachrach) RAT Organizational Structure Application Activity
Jan 23 rd	Strategic Planning & Controls	Ch. 5 & Ch. 6 (Schermerhorn & Bachrach) RAT
Jan. 24 th	Cultures, Diversity, and Organizations	Ch. 6 (Luthans & Doh) RAT Hofstede's Cultural Dimensions & Spain
Jan. 25 th	Intercultural Communication & Negotiation	Ch. 7 (Luthans & Doh) RAT Intercultural Communication Application Activity
Week 3		
Jan. 29 th	Employee Behavior	Ch. 12 (Schermerhorn & Bachrach) RAT Personality & Individual Behavior Assessment
Jan. 30 th	TBD site visit	

Jan. 31 st	Motivation in a Multicultural Workforce	Ch. 13 (Luthans & Doh) RAT Motivation Application Activity
Feb. 1 st	Leadership Across Cultures	Ch. 13 (Luthans & Doh) RAT Cross-Cultural Leadership Application Activity
Week 4		
Feb. 5 th	TBD site visit	
Feb. 6 th	Building Effective Teams	Ch. 14 (Schermerhorn & Bachrach) RAT Team Maturity Assessment
Feb. 7 th	TBD site visit	
Feb. 8 th	Final Presentations & Wrap-up	

*Course Schedule Subject to Change

BIBLIOGRAPHY

Schermerhorn, J. R., & Bachrach, D. G. (2020). *Management*. Wiley.

Luthans, F., & Doh, J. P. (2021). *International Management: Culture, Strategy, and Behavior*. McGraw Hill. (available online)

*Other readings available via Blackboard

INSTRUCTOR

Dr. Brandhorst is an Associate Professor of Management and the director of the Integrative Business Experience (IBE) at the University of Central Missouri. She teaches courses in Business Communication, Management Communication, Management of Organizations, and Strategic Organizational Communication. Brandhorst specializes in organizational communication, employee well-being, and gender and professional identity in workplace contexts. Her research has been published in prestigious journals including *NonProfit Leadership and Management*, *Gender, Work, and Organization*, *Human Resources Development Review*, the *Journal of Applied Communication Research*, and the *Journal of Management Education*. She is a member of the *National Communication Association* and serves on the editorial board for the *Journal of Women and Gender in Higher Education*.

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