1. Basic description

**Name of the course:** Organization and culture

**Academic year:** 2015-2016

**Term:** 1st

**Degree / Course:** Master of Science in International Business

**Number of credits:** 3 ECTS

**Total number of hours committed:** 30h of class + 45h of out-of-class work

**Lecturer:** Federica Foce Massa Saluzzo, PhD in Economics from Universidad de Navarra, Post-Doc Fellow at Universita’ di Bologna

**Timetable:** Tuesdays, 9:30-13:00

2. Presentation of the course

Organization and Culture course focuses on organizations operating in international contexts. The aim of the course is to enable students to better analyse and understand opportunities and challenges that organizations face when expanding their activities internationally and when dealing with international competitors in their home markets. The course emphasizes the interplay among international business culture, organizational structure and control systems, and corporate social responsibilities of multinational organizations in the process of internationalization. Specifically, it aims to develop understanding of how to gain competitive advantage and compete successfully in the international marketplace. In other words, its objective is to achieve an enhanced understanding of the most fundamental question in international strategic management: *What determines the international success and failure of organizations?*

In addition, this is a course on how to create, foster and manage international organizations in which people thrive and perform at their best. It assumes that employee and group thriving is the key to organizational excellence. The challenge in managing from this perspective is how do you architect contexts (jobs, organizational cultures, structures, processes) that enable employees and groups to thrive? The
challenge at a more personal level is how do you find and/or create a context in which you can thrive and manage at your best? Thus the course maintains dual focus: 1) on your role as manager, designing and enabling contexts where others can thrive; and 2) on your personal quest to find and create contexts where you flourish and perform at your best.

The course places special attention upon different tools and analytic competences available to various managerial roles when competing internationally. It aims to balance theoretical and practical approaches. While the theoretical part concentrates upon relevant theories, models, and tools relevant for multinational organizations, the practical part focuses on building insights from real life situations and on providing opportunities to apply theoretical knowledge. Students are expected to adopt a bird’s-eye-view perspective, and pay attention to both theoretical and practical aspects of the subject. The knowledge and competences acquired in this course serve as fundamentals upon which you will continue to build in ‘International Strategy’ and ‘Human Resources’ 2nd term courses and ‘Negotiations and Business Communication’ and ‘Simulation Game’ 3rd term courses.

Competences to be achieved in the course:

a. An awareness of and interest in how culture - national and organizational – impact organizational decision making processes and outcomes
b. An in-depth knowledge of analytical frameworks used in the screening of national markets (defining the key factors in the organization’s internationalization process by evaluating the international business environment, stressing particularly the economic and cultural dimensions).
c. An enhanced understanding of what determines the success and failure of organizations around the globe
d. An ability to invoke different management theories (e.g., resource-based view, and stakeholder theory) to understand what is behind different organizational performances around the world
e. An understanding of the “other side” of international business, namely, local organizations that often compete and/or collaborate with foreign entrants, especially in emerging economies
f. An ability to recognize the tensions in adopting a global standardized action as opposed to a locally responsive action in international management and relate these to the overall corporate strategy of companies
g. A disposition to consider ethical and social responsibility issues in the development and implementation of an international management strategy

3. Contents

I. Culture – Weeks 1 & 2 (6 Hours)
a. Differences in national cultures
b. Organizational culture
c. Culture and growing company
d. Culture and acquisitions, merger, and joint ventures
e. Culture and managing cross-functional process
f. Changing or re-invigorating the culture

II. Individual and Organizational Excellence – Week 3 & 4 (6 Hours)
a. Motivation and rewards
b. Building on your strengths and strengths of others
c. Design and management of high performance multicultural teams
d. Being a contributor
e. Leadership, resilience, and mindfulness
f. Managing interpersonal conflict  

III. Organizational Structure and Design – Week 5 (3 Hours)  
a. Types of organizational structures  
b. Creating, managing, and maintaining organizational alignment  

IV. Managing Global Competitive Dynamics – Week 6 (3 Hours)  
a. Internal and external organizational analysis  
b. Different levels of strategy  
c. Different types of strategy  
d. Global strategies  

V. Entering Foreign Markets – Week 7 (3 Hours)  
a. The CAGE distance framework  
b. The AAA framework  
c. Strategies for entering foreign markets  

VI. Creativity, Innovation and Entrepreneurship – Week 8 (3 Hours)  
a. Recognizing opportunities  
b. Entrepreneurial process  
c. Managing creativity and innovation  
d. Business models  

VII. Control Systems – Week 9 (3 Hours)  
a. Corporate governance  
b. National differences in corporate governance  
c. Balanced score card  

VIII. Corporate Social Responsibility – Week 10 (3 Hours)  
a. Stakeholder and institutional theory  
b. CSR in Multinational Organizations  

4. Assessment  

Regular Term Evaluation  
During the regular term you will be evaluated as indicated in the table below.
a. Each assessment element (the first column) is scored with a grade between 0 and 10 with one decimal point precision. Zero is the lowest grade and ten is the highest grade.
b. The final grade for the course is calculated by adding grades obtained in each element multiplied by their assigned weights (the last column).
c. The final grade of the course is reported on the scale from 0 to 10 with one decimal point precision. The course will be considered as “passed” if the final grade is equal to or greater than 5.0.
d. In addition to numeric final grades, you are also given descriptive grades:
   No presentat
   0.0 – 4.9 Suspens
   5.0 – 6.9 Aprovat
   7.0 – 8.9 Notable
   9.0 – 10.0 Excel.lent

e. Frequency column in the table indicates the number of times assessment element is evaluated during the term.
f. The assessment elements that have “x” in the “Obligatory” column must be completed with the grade that is equal or greater to indicated grade in order to obtain a passing course grade. The assessment elements that have “x” in the “Optional” column don't require a minimum passing grade in order to obtain a passing final grade. Nevertheless, those “Optional” assessment elements that are not completed still count towards your final course grade.
g. To be allowed to take the final exam your continuous evaluation grade (midterm exam + individual and group assignments + final group project + preparation and assistance) must be 5.0 or greater and your final group project grade must be 5.0 or greater. If any on these two conditions is not met, you will not be allowed to take the final exam and the lower of the two grades becomes the final course grade.
h. You must take the final exam. If you do not take the final exam, your final course grade will be “No presentat” (“No show”), irrespective of your grades in other evaluation elements.
i. To obtain a passing grade, you must obtain the final exam grade that is equal or greater than 5.0. If the final exam grade is less than 5.0, the final exam grade becomes the course final grade irrespective of other grades.
j. There will be neither individual make-up work nor extra credit work assigned if you fail any of obligatory grading elements, you are unable to attend the final exam or the midterm exam, or if you obtain a grade below your expectations.
k. No assignments are accepted after deadline without previous approval. Late assignments will be graded with grade zero.
l. All students in a group receive the same grade for any group work. However, during the final exam, you will have to perform peer evaluation that will be used to adjust group grades for individuals who have contributed more than their fair share of work (their grades will be higher than the grade given to the rest of the group members) and those who didn’t contribute their fair share of work (their grades will be lower than the grade given to the rest of the group members). Thus, it is possible that a group obtains a high grade while one of its members obtains a low grade, including zero.
m. Preparation and assistance element evaluates your preparation for the class. By default each student starts with 10. First time when I find, either by a surprise short quiz or by asking you a direct question, that you didn’t do one of required
readings, I will lower your mark to 6, 2nd time to 2, and zero afterwards. Each student is allowed to arrive to one of ten classes unprepared, as long as I am informed in writing about this ahead of the class.

n. Students are required to attend 80% of classes. Failing to do so without justified reason will imply a 0 grade in Preparation and Assistance Element, irrespective of preparation work done for other classes.

o. Participation in this course is evaluated as an extra credit that can contribute up to 10% of your final grade (default is zero). Thus, if you don’t say a word during the class or you have irregular attendance (below 80%), your participation grade will be zero but you still may obtain a maximum final course grade. Participation grade is based exclusively on your contribution during class discussions. My experience is that in the courses that are evaluated on the continuous basis like this one, it is hard to fail but it is also hard to obtain a very high mark. So, if you are concerned with your average grade, take this element seriously as it can compensate for losses of grades in other elements. Furthermore, do not think of this grade as an entitlement or a gift – it has to be EARNED. Do not confuse attendance with participation. A student can have a perfect attendance record and still have zero participation mark. Some of the behaviors that contribute to effective class participation are captured in the questions that follow:

1. Is the participant a good listener?
2. Are the points that are made relevant to the discussion? Are they linked to the comments of others?
3. Do the comments add to our understanding of the situation?
4. Do the comments show evidence of analysis of the case?
5. Does the participant distinguish among different kinds of data (that is, facts, opinions, beliefs, concepts, etc.)?
6. Is there a willingness to share?
7. Is there a willingness to test new ideas, or are all comments "safe"? (For example, repetition of case facts without analysis and conclusions or a comment already made by a colleague.)
8. Is the participant willing to interact with other class members?
9. Do comments clarify and highlight the important aspects of earlier comments and lead to a clearer statement of the concepts being covered?

The questions above deal with both the process of class participation and (of equal or greater concern) the content of what you say. Please trust that both quality and frequency are important, but that quantity never can make up for low quality.

p. Plagiarism is to use another’s work and to present it as one’s own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at ESCI-BSM Master of Science and signing the “Honor Code,” students acknowledge that they understand the schools’ policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program.

q. Assignments that do not feed into the MT and are done in groups are advised to be done by groups differently composed than those of the MT.

Supplementary Evaluation

As in all courses in the Master of Science in International Business program, the students that do not pass the course during the regular evaluation period will have only one additional chance to re-sit the exam and pass the course. The
supplementary evaluation will be done according to the UPF calendar and academic regulations.

r. To pass the supplementary evaluation exam, a student must obtain supplementary exam grade that is equal or greater than 50%. Supplementary exam grade that is greater or equal to 50% can be recorded ONLY as 5.0 and, the final course grade will be determined using the regular course assessment rules as outlined above. If the course is again failed after the re-take, students will have to register again for the course the following year.

5. Bibliography and teaching resources

• Course pack:
  o Printed teaching cases
  o Printed articles
  o Printed notes for teaching purposes
  o Printed book chapters

• Basic bibliography:

• Supplementary bibliography (alphabetical listing):

• Supplementary teaching material:
  o Video cases for teaching purposes
  o Power point slides
  o Access to the simulation
  o Access to UPF Intranet
  o Discussion board at the UPF Intranet
You are required to read all assigned cases and articles that are distributed to you in the course pack. In the Tentative Class Schedule below you may find a detailed schedule that specifies cases and articles you are required to read before each class. [CP] after a case and an article name indicates that the reading can be found in your course pack.

Although the course will loosely follow two books listed in the basic bibliography section above, there is no required text book for this course. You will not need to buy or borrow any of these books to successfully complete the course. In the Tentative Class Schedule below, at the end of each class description, you may find the book and the chapter(s) that are related to the material covered during the class. Although you are not required to read these chapters, you may refer to them if you need additional explanations.

If you choose, you may refer to other books listed in the supplementary bibliography section for further reading on the topics covered in the course.