

# Course Description:

## TRENDS IN MANAGING INTERNATIONAL ORGANISATION

– DBA 8104



No.	Subject		
1	Title	Trends in Managing International Organisation	
2	Code	DBA 8104	
3	Credit Value	4	
4	Prerequisite (if any)	Nil	
5	Learning Outcomes	<p>On completion of this module, students are expected to be able to:</p> <ol style="list-style-type: none"> <li>1. Understand globalisation and how it impacts the business environment.</li> <li>2. Critically present the different theoretical arguments on why international organisations exist.</li> <li>3. Analyse the environmental factors that impact the nature of organisations found in different countries, geographical territories or economic regions.</li> <li>4. Distinguish between various types of organisational strategies, structures and entry modes, as well as explain why those strategies and structures are adopted by specific organisations in the real world.</li> <li>5. Appreciate the intercultural gaps in perception and barriers to communication, which result in negotiation challenges.</li> <li>6. Recognise the impact and gravity of human resource management within a global context.</li> </ol>	
6	Synopsis	The module provides students with the theoretical framework, practical knowledge and real-world examples that equip them with the relevant leadership and managerial skills to be competent global managers and executives. Students will also examine the impact of diversity and cultural differences on individual and organisational performance.	
7	Mode of delivery	Lecture, workshop	
8	Assessment Methods and Types	<ul style="list-style-type: none"> <li>• One Research Assignment (5,000 words )</li> </ul>	100%
9	<p><b>Course topics and contact hours</b></p> <p><b>PART ONE – THEORIES OF INTERNATIONAL ORGANISATION AND THE GLOBAL ENVIRONMENTS</b></p> <ol style="list-style-type: none"> <li>1. <b>Theoretical Framework on International Organisation and its Operations</b> -</li> <li>2. <b>Assessing the Environment</b> – Political, Economic, Legal and Technological factors.</li> <li>3. <b>Managing Interdependence</b> – Social responsibility, ethics, sustainability in ‘green’ environment.</li> <li>4. <b>Case Analysis:</b> Blackberry in international markets.</li> </ol> <p><b>PART TWO – THE CULTURAL CONTEXT OF GLOBAL MANAGEMENT</b></p> <ol style="list-style-type: none"> <li>1. <b>Understand the Role of Culture</b> – cultural theories within the context of an international organisation.</li> <li>2. <b>Cross-Cultural Communication and Negotiation</b> – Nonverbal, kinesics, proxemics, touch. Negotiation process and tactics.</li> <li>3. <b>Leadership and Decision-Making Across Culture</b> – Theories of leadership and decision-making across the international organisation</li> <li>4. <b>Case Analysis:</b> Google in Brazil: What’s so social about it?</li> <li>5. <b>Case Analysis:</b> MTV networks: The Arabian challenge.</li> </ol>		

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		<p><b>PART THREE – FORMULATING AND IMPLEMENTING STRATEGY FOR INTERNATIONAL AND GLOBAL OPERATIONS</b></p> <ol style="list-style-type: none"> <li>1. <b>Formulating Strategy</b> – including business model transformation, growth and innovation.</li> <li>2. <b>Implement Strategy</b> – in the context of small businesses, global alliances, joint-ventures, and emerging economy firms.</li> <li>3. <b>Organisational Structure and Control Systems</b> – a structural evolution (Stages Model) for redesigning the organisation. Optimise strategic changes, and geographic dispersal of departments.</li> <li>4. <b>Selecting and Developing Global Managers</b> – managers are selected with global ‘mindset’ to comprehend the complexity of globally interconnected world of different beliefs, behaviours and attitudes.</li> <li>5. <b>Managing Global Teams and Organisational Structure</b> – an integrated approach in organising and managing personnel that are cross-cultural in diversity</li> <li>6. <b>Case Analysis:</b> Alibaba in 2011: Competing in China and beyond.</li> <li>7. <b>Case Analysis:</b> Carrefour’s misadventure in Russia.</li> <li>8. <b>Case Analysis:</b> Wal-Mart in Africa.</li> <li>9. <b>Case Analysis:</b> Evaluating the Chrysler-Fiat auto alliance in 2012.</li> </ol>
		<p><b>PART FOUR – GLOBAL HUMAN RESOURCE MANAGEMENT</b></p> <ol style="list-style-type: none"> <li>1. <b>Staffing, Training, and Compensation for Global Operations</b> – adopting an optimal talent management practices.</li> <li>2. <b>Developing a Global Management Cadre</b> – optimising workforce performance through planning, development collaboration and sophisticated performance management.</li> <li>3. <b>Motivating and Leading</b> – managing transition to a new organisational environment, and maintaining management productivity and competitiveness.</li> <li>4. <b>Case Analysis:</b> Indra Nooyi: A transcultural leader.</li> <li>5. <b>Case Analysis: Foreign investment in Chinese banking sector</b> – HR challenges.</li> <li>6. <b>Integrative Case Analysis:</b> After the breakup: The troubled alliance between Volkswagen and Suzuki.</li> </ol>
10	Main Reference(s)	<p>Deresky, H. (2014). <i>International management: managing across borders and cultures, text and cases</i>, 8<sup>th</sup> ed. Harlow: Prentice Hall.</p> <p>Pease, K.-K. S. (2012). <i>International Organizations</i>. 5<sup>th</sup> ed. NJ: Pearson.</p>
11	Additional reference(s)	<p>Barkin, J. S. (2013). <i>International organization: theories and institutions</i>, 2<sup>nd</sup> ed. NY: Palgrave Macmillan</p> <p>Cullen, J., and Parboteeah, K. P. (2013). <i>Multinational management</i>, 6<sup>th</sup> ed. Belmont: Cengage Learning.</p> <p>Lane, H. W., Maznevski, M., Dietz, J., and DiStefano, J. J. (2012). <i>International management behavior: leading with a global mindset</i>, 6<sup>th</sup> ed. NJ: Wiley.</p> <p>Reinalda, B. (2013). <i>Routledge handbook of international organization</i>. Abingdon, Oxon:</p>

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		<p>Routledge.</p> <p>Scholte, J.A. 2010. Globalization, Governance and corporation citizenship. Journal of corporate citizenship.</p> <p>Jeremiah J Sullivan,(2010), Exploring International Business Environments, Pearson Learning Solutions, ISBN-13: 9780536026637</p> <p>Website: <a href="http://www.questia.com">www.questia.com</a> <a href="http://www.ipma.co.uk">www.ipma.co.uk</a> <a href="http://www.ebscohost.com">www.ebscohost.com</a></p>
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