



19th LJUBLJANA SUMMER SCHOOL
Take the Best from East and West
2 - 20 July 2018

LJUBLJANA SUMMER SCHOOL 2018

COURSE TITLE: Strategy and Negotiation in Multicultural Environments

Type of course:

Bachelor course

ECTS credits: 6

Lecturer:

Dr. Carlos Romero Uscanga

Tecnológico de Monterrey, Mexico

Aims of the course:

This course will introduce the student into the new environment and allow them to design strategies and negotiate effectively in multicultural environments through an in depth understand of the cultural, political, economic and business dimensions and the interconnections between them.

Students will learn how to analyze the business environment considering all its dimensions in order to successfully implement strategy and overcome the challenges inherent in multicultural communication and interaction, whether on the same firm located in different countries, or different firms with distinct cultural backgrounds, all in order to be able to improve business capacity to respond quickly and effectively to the challenges and opportunities of the environment.

The intention of this advanced level course is to develop the ability to negotiate, plan and make strategic decisions in multicultural and multinational business environments. It requires previous knowledge of strategy in organizations.

This course contributes to the Global Vision competence: "Develop a global vision of business that allows you to perform in international environments incorporating the cultural, political, economic and social context."

At the end of the course, the student will be able to:

- Perform effectively in multicultural business environments.
- Have the ability to design corporate and global strategies.
- Effectively manage multicultural diversity in organizations.
- Lead multicultural teams to a common goal.
- Integrate business portfolios.
- Plan and make strategic decisions in multinational contexts.
- Understand the role of the board of directors.
- Establish agreements in international negotiations.





19th LJUBLJANA SUMMER SCHOOL
Take the Best from East and West
2 - 20 July 2018

Course syllabus:

Module 1: Strategy in Multinational Organizations

1. Multinational Strategy
 - 1.1 Tools for the Analysis of Target Countries
2. Diversification Strategies
3. Planning Negotiation
 - 3.1 Types of Trading
4. Corporate Governance
 - 4.1 Agency Theory

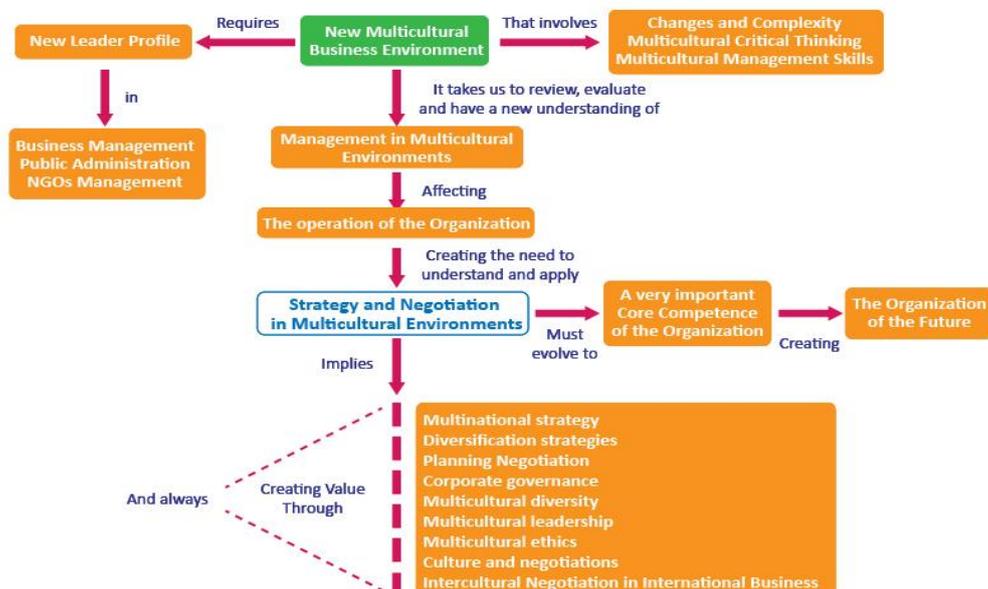
Module 2: The Multicultural Organization

1. Multicultural diversity
 - 1.1 What is the management of diversity?
2. Multicultural Leadership
 - 2.1 Leadership Styles
3. Multicultural ethics
 - 3.1 What is ethic in a multicultural organization?

Module 3: Multicultural Ethics

1. Culture and negotiations
2. Intercultural negotiation in international business
 - 2.1 Intercultural negotiation strategies

Strategy and Negotiation in Multicultural Environments





19th LJUBLJANA SUMMER SCHOOL
Take the Best from East and West
2 - 20 July 2018

Literature:

Book:

- Critical Issues in Cross Cultural Management 1st ed. 2016 Edition
- by Jessica L. Wildman (Editor), Richard L. Griffith (Editor), Brigitte K. Armon (Editor)

Others as consulting books:

- Riding the Waves of Culture: Understanding Cultural Diversity in Business.
- Kivisto, Peter Incorporating diversity: rethinking assimilation in a multicultural age.
- Multicultural Behavior and Global Business Environments by Parhizgar, Kamal Dean.
- The Multicultural Mind: Unleashing the Hidden Force for Innovation in Your Organization by Thomas, David.
- Competing Globally: Mastering Multicultural Management and Negotiations by Elashmawi, Ph.D., Farid.
- Interculturalism: The New Era of Cohesion and Diversity by Ted Cattle 2012.
- Intercultural Interactions in the Multicultural Workplace: Traditional and Positive. Organizational Scholarship by Rozkwitalska, Małgorzata; Sułkowski, Łukasz; Magala, Sławomir 08/2016.
- Strategic management, Competitiveness and Globalization, Hitt, Ireland Hoskisson.
- Principles of Strategic Management by Morden; Tony 04/2016.

Cases:

- Amazon.com, 2016. John R Wells; Galen, Danskin; Gabriel Ellsworth. August 03, 2015
- Leading Global Teams: Managing SPLIT to Bridge Social Distance; Tsedal Neeley. August 04, 2015.

Teaching methods:

Educational model for the class

The course uses the collaborative learning methodology, where generated knowledge is based on the diversity of the exchange of ideas within the team and the students. The course will be based on the POL (Project Oriented Learning).

Roles of the students and the Professor

Role of the Student:

The student is no longer a passive receiver of knowledge and takes the main role in the class by contributing ideas, participating in discussions and questioning positions in the construction of learning.

Role of the Professor:

The Professor, rather than an expert transmitting his knowledge, has the task of guiding, facilitating, advising and orienting the participants in their learning through mentoring, becoming an adviser and guide.





19th LJUBLJANA SUMMER SCHOOL
Take the Best from East and West
2 - 20 July 2018

Final Project

The final project is the analysis of a Company selected by the students. They must do this, based on the reading materials, lectures, and the information collected by their own.

The project must include the following content:

- Index
- Introduction
- Characteristics of the company: name, description, history and evolution of the company (number of employees, level of sales, products, etc.)
- Characteristics of the industry where the company conducts business
- Brief description of the internationalization process of the company in the past
- Description of the Strategy and Negotiation in Multicultural Environments that the Company had done in the past, and, does currently (what, when, with whom, main challenges, results, who designs these processes?)
- Recommendations, broadly explaining, on what and how, the Company must do, to adapt itself, to the current global changes.
- Conclusions
- Bibliography

The format is Times New Roman, size 12, 1.5-line spacing, minimum 14 pages of analysis, plus appendixes. Also, as team, you will make a 5 minute (maximum) video explaining all your experiences during the course. You will describe what you have learned and your contributions for the company you have analysed in the project.

Examination methods:

Exercises	25 %
Cases in Team	25 %
Final Project	25 %
Participation	20 %
Co-evaluation	5 %





19th LJUBLJANA SUMMER SCHOOL
Take the Best from East and West
2 - 20 July 2018

Peer co-evaluation for the group project:

Concept	Weight
Fulfillment. Your teammate did work according to the established requirements of quality.	0 to 25
On time participation. Your teammate not only delivered his/her contributions on time, but participated in a timely fashion in the assignment.	0 to 25
Respect. Your teammate acted respectfully to the rest of the team, listened to different opinions and points of view, and expressed his/her ideas in a polite manner.	0 to 25
Communication. Your teammate was often in touch with the rest of the team during decision making and actual assignment work.	0 to 25
	100 total

Note: This course is comparable to the officially accredited course Cross-Cultural Management and Organisation (ECTS: 6) at the Faculty of Economics, University of Ljubljana.

