



Study abroad.

SYLLABUS

PRINCIPLES OF MANAGEMENT: CROSSCULTURAL APPROACHES TO WORKING WITH PEOPLE

Prof. Ciro Luis Lavadenz, MBA

Universidad Nacional de Rosario

Contact Hrs: 52

Language of Instruction: English

ROSARIO, ARGENTINA

COURSE CONTENT:

(based on Contemporary Management - 2nd edition

Authors: Gareth R. Jones - Jennifer M. George - Charles W. Hill)

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UNIT 1: Management and Managers

Management: Concept. Managerial functions. Levels of management.

Managers: Different roles. Skills. Managing globally. Cultural differences. Management in Argentina:

Local successful managers.

Management theory: Evolution.

UNIT 2: The Organization and its Environment

What is an organization?. External forces: Task environment. General environment. Managing the organizational environment. The global environment. Global task environment. Global general environment South American experiences. Mercosur.

UNIT 3: Managing Decision-making and Planning

Decision making methods. Managerial decision making: models. Steps in the Decision-making process. Cognitive biases and decision making. Organizational learning and creativity. Planning: different levels. Who plans? Determining the organization's mission and goals. Strategies: different levels of strategy: Corporate-level strategies and Business-level strategies. Functional-level strategies. Implementing the plan.

UNIT 4: Organizational Structure

Designing the organizational structure. Grouping tasks into jobs. Job design and employee reaction to work. Understanding job design. The team approach to job design. Grouping jobs into functions and divisions. Coordinating functions and divisions. Typical structures in Argentina: The small and medium size organization.

UNIT 5: Control and Organizational Culture

Importance of organizational control. The control process. Output control. Behavior control. Organizational culture and control. Values and norms. Cultural influences in management. Argentina: a culture of its own. Ethical considerations.

UNIT 6: Human Resource Management

Human resource management components. Individual differences: Core characteristics, skills and motivation characteristics. Job analysis. Recruitment and selection. Performance appraisal. Training and development. Feedback. Unions in Argentina.

UNIT 7: Managing Stress

Stress. Consequences of stress. Sources of managerial stress. Coping with stress.

UNIT 8: The motivated organization

Motivation. Expectancy theory. Need theories. Equity theory. Other theories. Pay and motivation.

UNIT 9: Leadership and Power

The nature of leadership. Power: key to leadership. Empowerment. Gender and leadership. Entrepreneurs. Entrepreneurial behavior in-house to develop a leader. Leadership in Argentina: too much power, gender bias.

UNIT 10: Work Group Dynamics and Group-based Problem-solving

Groups and teams as performance enhancers. Teams and innovation. Groups and teams as motivators. Types of groups and teams. Group dynamics: size, tasks, roles. Group development. Group norms. Cohesiveness. Practical guidelines for managing groups.

UNIT 11: Organizational Conflict, Negotiation, Politics and Change

Organizational conflict. Types of conflict. Sources of conflict. Conflict management strategies. Negotiation strategies. Organizational politics. Political strategies for increasing power. Political strategies for exercising power. Managing organizational change. Changes in Argentina: How to manage constant change.

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