PEPPERDINE UNIVERSITY
THE GEORGE L. GRAZIADIO
SCHOOL OF BUSINESS AND MANAGEMENT

DR. MARGARET E. PHILLIPS
MBAM 618.13
DESIGNING AND MANAGING INTERNATIONAL ORGANIZATIONS
FALL TRIMESTER 2004 – SESSION A
SEPTEMBER 1 TO OCTOBER 13
WEDNESDAY – 1 P.M. TO 5 P.M.
BECKMAN MANAGEMENT CENTER
DRESCHER GRADUATE CAMPUS
ROOM U3

SYLLABUS
Day/Class Time: MBAM 618.13 – Wednesdays – 1 p.m. to 5 p.m., September 1 - October 13
Possible Plant Tour – TBA for September 29, 24, or October 1
Location: GSBM, Drescher Graduate Campus, Room U3

Professor: Dr. Margaret E. Phillips
Associate Professor of International Business
Office Address: GSBM, Drescher Graduate Campus. Room 340
Telephone: Office/voice mail: 310 - 506-4089
Home: 310 - 828-5823 (9 a.m. - 9 p.m., please)
E-mail Address: margaret.phillips@pepperdine.edu
eRoom: See GraziadioNet Portal Page for MBAM 618.13 —
read in advance of first class meeting for additional instructions
Office Hours: Tuesday & Thursday, 5:00 – 6:00 p.m.;
also, by phone and by appointment

COURSE DESCRIPTION:
This course further develops skills in critically evaluating an organization from multiple theoretical perspectives and integrating the findings into a diagnosis of the organization’s current situation. Emphasis is placed on using the results of this well-grounded diagnosis to develop recommendations for change. Implications of the cultural context(s) of the organization and its members are explored. A comprehensive understanding of the scope and process of organization change and of organization design in international context is developed. Prerequisite: MBAM 608.

COURSE OBJECTIVES:
1. to understand the importance and value of applying organization theory to design effective organizations and high quality work environments in the global business context;
2. to enhance skills in integrating findings from a multiple perspectives analysis to produce a well grounded organizational diagnosis and in employing this diagnosis to design high performing organizations;
3. to comprehend the impact of cultural context in general, and national culture in particular, upon the design and management of organizations and upon the individuals (managers and workers) that compose them;
4. to learn how to design evolving organizations to respond to rapidly changing environments, and to consider the effect of new forms of technology upon organizations and managers; and,
5. to improve individual and team skills in written and oral communication of information gleaned from rigorous organizational analysis.
REQUIRED TEXTS AND COURSE MATERIALS FOR MBAM 618:

   A table of contents of these readings is attached to this syllabus. Please note that this readings packet contains copyrighted material which it is prohibited to access and/or duplicate without authorization.
6. Articles from Pepperdine University Library databases, as indicated in syllabus.
7. Selected chapters from Deresky, H., *International Management: Managing Across Borders & Cultures* (4th Ed), and Adler, N., *From Boston to Beijing: Managing with a World View*. Copies of these books are on reserve in the Drescher Graduate Campus Library. A full list of required readings from each of these books is attached to this syllabus.
8. Handouts – available in class or in the GraziadioNet Portal eRoom for course.
9. Portfolio Notebook — a flat, two-pocket, paper folder for your written work.

GRADING AND COURSE REQUIREMENTS:

Graded activities and their component value are as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percent of Course Grade</th>
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<tbody>
<tr>
<td>Class Preparation, Participation, and Presence</td>
<td>20%</td>
</tr>
<tr>
<td>Portfolio</td>
<td>35%</td>
</tr>
<tr>
<td>Written assignments (15%)</td>
<td></td>
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<tr>
<td>Recommendations for Change (20%)</td>
<td></td>
</tr>
<tr>
<td>“Going International” Report or Plant Tour [one team only]</td>
<td>35%</td>
</tr>
<tr>
<td>Peer Evaluation</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
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Grades will be based on a weighted average of your scores. *Performance Standards* are outlined in detail and posted in the “Course Info” folder in the eRoom. Peer Evaluation standards are delineated on the *Peer Performance Evaluation* form posted in the eRoom (“Materials / Class Session 7” folder).

Assignments are to be done individually unless otherwise indicated.

As a guideline to the workload, you should expect that the study time required for average performance in the course will be 12 hours for each four hours in the classroom.
EACH OF THE GRADING COMPONENTS IS DESCRIBED BELOW:

1. **CLASS PARTICIPATION, including Preparation and Presence**

Preparation for and presence in class are prerequisites for satisfactory class participation. Therefore, you will need to:
- attend all classes;
- contribute to class discussion;
- complete all reading, preparation, and writing assignments (individual and team); and,
- complete team assignments as a team, so all team members will be equally prepared to contribute to class discussions.

Your class participation grade will be based on my evaluation of the quality, insight, and creativity of your in-class contributions, as well as the quality and constructive character of the feedback given to other colleagues for their contributions to our course. Please see the *Performance Standards* in the eRoom “Course Info” folder for more detail regarding my expectations. Class participation is worth 20% of your final grade.

2. **PORTFOLIO, including Global Executive Interview**

Please keep a Portfolio (a two-pocket paper folder) of your written assignments, including:
- *all individual and team written assignments* due in the various class sessions;
- your *Recommendations for Change* assignment (see description in Schedule following Session 3); as background for this assignment, please also include your Contingency Analysis from MBAM 608, revised if necessary;
- your *Global Executive Interview* and a copy of your thank you note (see instructions below)

Keeping your Portfolio up-to-date will enable you to constructively contribute to class activities. Again, the *Performance Standards* posted in the eRoom should guide the preparation of your written work. Unless otherwise indicated, all written work should meet the following format requirements:
- edit carefully for spelling, grammar, and punctuation;
- type, double-space, and number all pages;
- set margins in which I can write feedback (1” all around is preferable);
- use a type font that will not worsen my eyesight (≥ 12 characters per inch is preferable);
- do not exceed page limitations noted; and,
- prepare your papers in crisp business style, but retain academic attributes that convey your knowledge (i.e., clear and specific application of course concepts, citation of appropriate references).

Writing style and format will influence your grade.

Your Portfolio is due in Class Session 6 and is worth 35% of your final grade.

**Global Executive Interview:** To supplement your team’s Going International Report [see 3.a. below], you will need to individually arrange and conduct at least one Global Executive Interview, send the interviewee a thank you note, and prepare a brief report on your experience.

*The Interview:*
This should be a face-to-face informational interview with an executive-level manager who you did not previously know and who, therefore, will be a new addition to your personal network:
- Preferably, the executive should be from the country/region of your team’s Going International Report. You may also choose an executive from your home country with substantial business experience in your team’s focal country.
It would be helpful if some members of your team spoke to executives from a company or industry similar to the company your team creates for its Going International Report. Conduct the interview as you would a typical informational interview (per your CRC training).

In addition, ask:
- if/how the national culture affects the design and management of their organization?
- how did the executive prepare to work in cross-cultural contexts?
- what specific skills the global executive needs/uses?
- what would he/she suggest you do to develop these skills?

PLEASE REMEMBER THAT THIS INFORMATIONAL INTERVIEW IS NOT FOR THE PURPOSE OF ASKING FOR A JOB, AND NO SUCH DIRECT INQUIRY SHOULD BE MADE.

The Thank You Note:
Immediately after the interview, write and send a formal thank you letter to the executive, and include a copy of this letter in your Portfolio. Your letter should be a typed, formal business letter. See Professor Fran Grimes in the Writing Lab for samples of appropriate letters, and have her review your letter before mailing.

The Report:
Your Interview Report should be 1-page maximum and include:
1) date/time of the interview
2) summary information on the executive:
   name and position title;
   company name, mailing address and phone number;
   a brief description of the primary business of the company;
   the primary responsibilities of this executive
3) a summary of your most important learnings about cross-cultural management from this interview (not a recounting of the conversation)
4) attachments: a copy of the executive’s business card
   a copy of your thank you letter.

If you feel your interviewee would welcome future contacts with GSBM students, give a copy of your Interview Report with attachments to Karen Weiss in the Career Resources Center.

3. TEAM PROJECT: GOING INTERNATIONAL REPORT OR PLANT TOUR
As a final project, your team will prepare and present the management plan for an overseas business venture of your own design — a “Going International” Report. As an alternative, one team may choose to organize, facilitate, and debrief a tour of the facilities and discussion with executives of a local organization with multinational business activity — a “Plant Tour.” Each are discussed below. Reports and/or debrief will be presented in Class Sessions 6 & 7 and will be worth 35% of your final grade.

3.a. Going International Report
Your team represents the top management of an imaginary company that you have created and operated in the domestic arena for some time. You have decided it is time to “go international,” so you must choose a foreign country or region to enter with your business, and prepare a business plan for this overseas venture. This Going International Report is that portion of your business plan that describes the organization design and management practices you intend to employ in your new venture. It should be a thorough, well-integrated report with a creative edge, prepared and presented as a 35-40 minute oral presentation to potential investors and interested stakeholders. Using organization theory and design concepts and models accurately and comprehensively, your report should convincingly demonstrate how your organization will achieve a strategic stance...
well-aligned with its external environment. To this end, you will need to address the following elements in your report (not necessarily in this order, rather in the sequence your team deems appropriate):

Introduce your domestic company, its operations, industry, ownership, location, size, customers, competitors, products/services, and other relevant aspects, and give reasons for your decision to go international.

Identify the country or region in which you intend to operate in this first international expansion, and give some rationale for this choice.

Present a culture scan of the relevant cultural context[s] in which you will be operating, and compare/contrast with the domestic cultural context of your organization. Be sure your cultural analysis reflects relevant organization and industry cultures, as well as the national/regional context.

Describe and/or construct a prototype of the product/service that you currently offer domestically, and present/discuss the changes you anticipate in your overseas market. Explain if and how you plan to encourage local product and/or process innovation. Why or why not?

Describe the environment in which you will operate, elaborating on the critical environmental sectors that you must consider and how these will affect your company. In your discussion of the critical sectors, incorporate relevant learnings from your culture scan. How do you plan to stay abreast of any changes in these sectors? [Be sure to address potential concerns of the host country/countries and the local community regarding your operations there. What kind of reception do you anticipate from local governments, suppliers, distributors, competitors, labor markets, etc.? How do you plan to deal with their concerns and to ensure a long-term cooperative relationship?]

Draw an organization chart showing the company and its overseas operations, and describe why you have chosen this structure. Do you anticipate any special control issues in this overseas operation, and, if so, how do you plan to deal with them? What do you anticipate informal networks will look like, and what are your plans to foster them?

What communications issues (real and virtual) might your managers face in the host-country working environment, and how should they prepare for and deal with them?

Briefly outline job descriptions for various levels of employees. How do you plan to design their tasks and measure their performance?

Decide what you will do to recruit, select, place, train, develop, and retain managers and workers to staff this operation. What do you anticipate these employees will be like?

Describe the kinds of leadership, management style, conflict resolution, and motivational systems you think would be most effective in this new organizational unit, and give your rationale. Incorporate discussion of any other organization design elements necessary to adequately align your organization with its external environment and attain an appropriate strategic stance. Include, where appropriate, a contingency chart that integrates your plan and illustrates your organization’s anticipated strategic stance.

Your Going International Report must be based upon extensive research by all team members into organizations, management practices, and the cultural context of the nation/region of your choice. Therefore, as background for this assignment, your team is required to:

1. Individually conduct at least one Global Executive Interview each (see 2 above).
2. Do thorough library and database searches (not just a Google-type internet search) for relevant materials (see our resident GSBM librarian for assistance). Carefully and critically review the works you find. Relevant journals in the field of international management from which helpful material might be drawn include:

   - Academy of Management Executive
   - Academy of Management Journal
   - Academy of Management Review
   - Asia-Pacific Journal of Management
   - Business Horizons
   - California Management Review
   - Canadian Journal of Administrative Science
   - International Journal of Cross Cultural Mgmt.
   - International Journal of Human Resource Mgmt.
   - International Journal of Intercultural Relations
   - International Journal of Organizational Analysis
   - International Studies of Mgmt. & Organization
   - Journal of Borderland Studies
   - Journal of International Business Studies
3. Consult the Deresky text for relevant country-specific information and references.
4. Check with me for recommendations of country-specific books and/or articles.
5. Have a formal team consultation (all team members present) with Professor Fran Grimes in the Management Communication Center for advice on oral presentation content and style.

At the presentation, your team should provide each member of the class with:
- an outline of your report (e.g., copies of PowerPoint frames (3 per page) and overhead slides);
- an intellectually robust bibliography of references on organizational and management issues in the country/region of your report, including a list of your team’s Global Executive Interviewees.

Please bring a hard copy of your handouts for me.

3.b. Plant Tour [Alternative to Going International Report for ONE TEAM ONLY]

As an alternative to the “Going International” Report, one team may prepare and manage a Plant Tour within week 4 or 5 to a local organization with multinational business activity. Plant Tour arrangements must be confirmed by Class Session 3. The goals of this tour are:
1) as a whole class, to visit a nearby organization and observe how work is done;
2) to talk with owners and/or employees at multiple levels of the organization (i.e., senior executives, managers, and employees);
3) to learn how the organization is designed and managed (emphasizing design elements such as recruitment, selection, placement, training and development, performance assessment, rewards, innovation processes, methods of production or provision of service, supervision processes, leadership styles — in essence, anything that would be informative and inspiring for an aspiring manager);
4) to understand the impact of the international context upon the design and management of the organization.

To accomplish this task, the team must
- identify an organization they and the class wish to visit;
- make contact with and gain approval for the tour from appropriate executives within that organization and, with the company representatives, plan content and logistics for the visit, emphasizing international and/or cross-cultural content;
- conduct advance interviews with company or industry executives (see interview assignment below);
- prepare the class by introducing the company and industry in a 20 - 30 minute briefing the week prior to the trip (Class Session 4);
- arrange transportation and other logistics for the visit;
- collect and distribute questions prepared by the class teams in advance of the trip (send to class members only, not to the company);
- using the data collected for and during the interviews and plant tour, draft a multiple perspectives analysis;
- debrief the class during a class session following the plant tour, focusing on goals 3 and 4 above;
- during the debrief, foster discussion using your team’s multiple perspectives analysis draft and guide the class in developing, as thoroughly as possible, an assessment of the organization’s strategic stance and recommendations for positive change.
- prepare and send thank you letters to appropriate parties (please consult Professor Fran Grimes in the Writing Center as you prepare these letters).
As part of the preparation for the Plant Tour, team members will need to interview participants in the organization and the industry. In lieu of the Global Executive Interview and in advance of the plant tour, each Plant Tour team member must interview one executive within the company or the industry. Questions asked of these managers may differ substantially from those required for the Global Executive Interview. Therefore, please attach to your Interview Report a sample list of the questions you asked in your interview.

4. **Peer Evaluation**

At the conclusion of the course, you will assess the performance of each member of your team using copies of the *Peer Performance Evaluation* form posted in the eRoom (“Materials / Class Session 7” folder). This will provide your colleagues with valuable feedback about their performance on a team, and it will enhance your skill at giving feedback to your peers. Upon completion of the form, and prior to submitting it, please discuss the results of your evaluation with the person being assessed and give him/her a copy of this peer performance evaluation. The average of your peer evaluation grades is worth 10% of your final grade.
POLICY ON ATTENDANCE:
Attendance at the first class session is imperative. You will not be allowed to remain enrolled in the course if you miss the first class session.
Attendance at all class sessions is required.
If you miss two class sessions, you will be dropped from the course.
Course sections are not interchangeable; you must attend the section in which you are enrolled.

POLICY ON CONDUCT:
GSBM students are expected to respect personal honor and the rights and property of others at all times. This includes abiding by the GSBM Full-Time Graduate Programs Honor Code, as well as the Pepperdine University rules on conduct. The Honor Code can be found in full on the MBAM webpage; the university rules on conduct can be found in the Legal Notices section of the GSBM Catalog.

POLICY ON DISABILITIES:
The Disability Services Office (DSO) offers a variety of services and accommodations to students with disabilities based on appropriate documentation, nature of disability, and academic need. In order to initiate services, students should meet with the Director of the DS at the beginning of the semester to discuss reasonable accommodation; also a student must request accommodation or provide documentation to the faculty member. You may contact the Director of the DSO at ext. 6500 or through e-mail at: Lauren.Breeding@Pepperdine.edu.

ABOUT YOUR PROFESSOR:
Margaret E. Phillips, Associate Professor of International Business at the Graziadio School, holds a B.A. in psychology from UCLA, an M.S. in administration from the Graduate School of Management at UC Irvine, and a Ph.D. in management from the Anderson School at UCLA. She has taught in the Pepperdine Executive, FEMBA, and FT MBA programs, and in both the MBA and Ph.D. programs at the Anderson Graduate School of Management at UCLA, where she continues to be involved with the Center for International Business Education and Research (CIBER). Dr. Phillips has worked with multi-institutional consortia in California and New York, within the federal government, and in both line and staff positions in various public sector organizations.

Her teaching, research, training, and consulting are conducted primarily in the U.S., the Caribbean and Latin America, and Europe. In this work, Dr. Phillips focuses on cultural influences on behavior in and of organizations, management development in multicultural contexts, qualitative research methods, and the management of the arts. She has developed a process transpatriate managers can use to scan new cultural contexts and is currently engaged in research into production team processes in the film industry.

Like her recent book, Crossing Cultures: Insights from Master Teachers (with co-editors Nakiye Boyacigiller and Richard Goodman; Routledge, 2004), Dr. Phillips’ research and writing projects are usually conducted with a multinational, multi-disciplinary team of colleagues. With such teams, she co-authored the original chapter on Culture for the first Handbook for International Management Research (1st Ed., Blackwell, 1996), and updated it for the 2nd edition (University of Michigan Press, 2004). She and her co-authors on these chapters served as the Keynote Panel for the Stockholm School of Economics, Institute for International Business Conference on “Identifying Cultures”, June 2002. With her co-author, Sonja Sackmann, she received a “best paper” award at the 7th International Western Academy of Management Conference in Lima, Peru, July 2002, for The Multiple Cultures Perspective: An Alternate Paradigm for International Cross-Cultural Management Research (excerpted in the Fall 2002 issue of the Graziadio Business Report).

Dr. Phillips is an active member of the Western Academy of Management, the Academy of Management, and the Academy of International Business. She has conducted a series of workshops on ”Teaching International Management” for several of these professional associations and inaugurated and chaired Teaching Exchanges in 2002 for WAM in Lima, Peru, and in 2004 for AIB in Stockholm, Sweden. Dr. Phillips co-chaired the Doctoral and Junior Faculty Workshops at the 2000 and 2001 WAM Annual Meetings, and she served as a Faculty Fellow for the Organization and Management Theory Division Junior Faculty Workshop at the 2004 AoM Annual Meeting.

Dr. Phillips is married to Dr. Mario Gerla, a computer science professor at UCLA’s School of Engineering. They have two daughters, Marisa, age 21, and Cristina, age 14.
SCHEDULE OF CLASSES

The following schedule identifies all required readings and assignments for each class session.

- "COT" refers to Morgan's *Creative Organization Theory* book; the number following "COT" refers to the article number in this Morgan book, not the page number.
- Copies of the “Deresky” and “Adler” books and the *CCAI Action Planning Guide* are on reserve in the Drescher Graduate Campus Library.
- “CP” refers to material in the CoursePack available on-line at www.XanEdu.com.
- “LIB” refers to articles available through the Pepperdine Library databases.
- “eRoom” refers to material available on the MBAM 618 GraziadioNet Portal Page.

PLEASE NOTE: YOU HAVE READING ASSIGNMENTS FOR THE FIRST CLASS SESSION (see below)

SESSION 1 – September 1:  
*The Impact of Culture on Organizational Life*
*Cross-Cultural Simulation*

Reading Assignment:
- eRoom postings and announcements
- Course Syllabus for MBAM 618 (read carefully and prepare any questions)
- COT: 9, 8, 17 (rethink 17 for the organization you used in your MBAM 608 analysis)
- eRoom: Phillips & Boyacigiller, “Cultural Scanning in Preparation for Study Abroad” (CultureScanNote.doc)
- *Skim Adler and Hall&Hall chapters for cultural dimensions discussed in Phillips & Boyacigiller*
  - Adler: Chapter 1 – “Culture and Management” (skim)
  - Chapter 2 – “How Do Cultural Differences Affect Organizations?” (skim)
  - Hall and Hall: Part 1 - “Key Concepts: Underlying Structures of Culture” (skim)

Individual Preparation:
1. Identify key similarities and differences between dimensions in Phillips/Boyacigiller *Integrated Framework for Cultural Analysis* and dimensions of the MBAM 608 Contingency Analysis.
2. Consider country/region and company ideas to propose to your team for the Going International Report, and consider companies to suggest for the Plant Tour option.
3. Read and begin preparing the Individual Written Assignment for Class Session 2 based on the *Cross Cultural Adaptability Inventory* (you may need more than a week to initiate the new action step required).
SESSION 2 – September 8:  Designing Cross-Cultural Organizations  
Video Case on International Executive Exchange

Reading Assignment:
eRoom: Goodman, Phillips, & Sackmann, "The Complex Culture of International Project Teams” (skim)  
Fukushima & Tang, “Cultural Transitions: A Biopsychosocial Model for Cultural Adaptation” (skim)  
Hall and Hall: Part 4 – “The Americans” (skim)  
Deresky: Chapter 9 — “Staffing and Training for Global Operations” (pp. 387-410)  
Chapter 10 – “Developing a Global Management Cadre” (pp. 415-432 only)  
Cross Cultural Adaptability Inventory (CCAI)

CCAI Action Planning Guide — on reserve at Drescher Library

Individual Written Assignment:
Complete the Cross Cultural Adaptability Inventory (CCAI) by circling your personal responses to each item on the scoring sheet, totaling each column on the second page of the scoring sheet, and graphing your inventory results on the circular "Profile" graph. Compare your skill development on the four dimensions (emotional resilience, flexibility/openness, perceptual acuity, and personal autonomy).

[The CCAI is a self-assessment instrument that helps you understand what qualities enhance your effectiveness at crossing cultures. More importantly, it allows you to become aware of the qualities that are your strengths and those that need improvement. I am aware that it is easy to manipulate the outcomes of inventories such as the CCAI, and it is often much more comfortable to do so. But I urge you to seriously, thoughtfully, and carefully consider each question on the inventory as you respond, and respond with an answer that reflects you as a person. In this way, this inventory will become a valuable tool for your personal development, enhancing your ability to enter and navigate within the multiple cultural contexts you encounter both here and abroad.]

Identify that dimension on which you received your lowest score, then read the CCAI Action Planning Guide for self-development suggestions along that dimension.

Choose, then perform one action step to improve your skill on that CCAI dimension. Try to choose an action that is a true challenge to you. You may design your own action step, rather than choosing one suggested in the Guide. To maximize skill-building, choose an action step new to you, rather than one in which you have or are currently engaged.

Write two pages maximum describing:
the action step you took and why it was a particularly appropriate step for you;  
what you learned from the experience;  
the portion(s) of the “culture shock cycle” (Deresky and Fukushima &Tang) for which this skill area would be particularly important and/or this action step would be useful to repeat;  
what you need to do to further develop yourself along this dimension prior to accepting an overseas assignment; and,  
for the other CCAI dimensions, suggest a few action alternatives tailored to helping you develop those cross-cultural skills.

Team Preparation:
Make final decision re: country/region and discuss company ideas for Going International Report or prepare solid written proposal for Plant Tour (email this to me as soon as completed).

Individual Preparation:
Based on your team’s country/company selection for the Going International Report or its Plant Tour proposal, identify potential candidates for your required Global Executive Interview. Place names and contact information in your Portfolio.
SESSION 3 – September 15:  
**Critical Evaluation of Organizations**  
**Developing Recommendations for Change**

**Reading Assignment:**
- Images: Chapter 10 – “The Challenge of Metaphor” (skim)
- Chapter 11 – “Reading and Shaping Organizational Life” (skim)
- Deresky, Chapter 8 – “Organization Structure & Control Systems” (skim pp. 290-310 only)
- CP: Galbraith, *Designing the Global Corporation*
  - Chapter 6: “Multidimensional Structures”
  - Chapter 7: “Coordinating Across Networks”
  - PDF Full Text available in *Business Source Premier* (skim for design suggestions)
- Case: “Multicom International”

**Team Preparation:** [You all will need to resurrect your MBAM 608 work on Multicom International.]

- Outline the key differences in cultural assumptions at Multicom International at T1 (founding) and T2 (end of case)?
- Based on Contingency Analysis conclusions re: Multicom reached in MBAM 608:
  - How does your cultural analysis inform, confirm, and/or expand your contingency findings?
  - Identify at least 3 strengths of Multicom International and at least 3 challenges facing this organization at T2 in the case.
  - Which design elements [e.g., *structure* (formal/informal), *recruitment/selection/placement*, *training and development*, *measurement* (task accomplishment and performance assessment), *rewards*, *scanning practices*] would you recommend Multicom modify to improve its contingency alignment and correct its strategic stance? For each change recommended, be specific about how it would help meet challenges facing the organization and/or enhance strengths to bring the organization into better alignment. Use Deresky, Galbraith, and Lawler readings as resources for this activity, and consider the relevance of the cultural context described by Osland *et al.*
- Identify the design element on which your team wishes to focus for your Class Session 4 team assignment.

**FOLLOWING CLASS SESSION 3, PLEASE COMPLETE THIS PORTFOLIO ASSIGNMENT**

**Individual Written Assignment:**  
**Recommendations for Change**

Based on the Contingency Analysis you produced for MBAM 608 (and revised, if necessary),

- identify strengths of and challenges to your organization,
- construct a “root issue flow diagram” of the challenges,
- then draft a series of recommendations for change to your individual organization to address the root issues. Be sure these recommendations explicitly identify design elements [e.g., *structure* (formal/informal), *recruitment/selection/placement*, *training and development*, *measurement* (task accomplishment and performance assessment), *rewards*, *scanning practices*]. Specify how these design elements would need to be changed to meet challenges facing the organization and/or enhance strengths. Your change plan should improve your organization’s contingency alignment and correct its strategic stance.
- Display the realignment in a Contingency Chart. Explain how/why this realignment would result from adequate implementation of your change plan.

When this paper is in an early draft stage, seek feedback from 618 students who were members of your MBAM 608 Peer Review Group or from colleagues on your 618 team.

This assignment is worth 20% of your final grade and is a portion of your Portfolio. Please place it in your Portfolio, accompanied by your MBAM 608 Contingency Analysis (revised, if necessary).
SESSION 4 – September 22:  

Designing Organizations for Virtual  
and Rapidly Changing Environments  
Film: Knowledge Management  
Plant Tour Introduction

Reading Assignment:  
Images: Chapters 4 – “Organizations as Brains” and Chapter 12 – “Postscript”  
COT: 24, 39, 40  
CP: Duarte & Snyder, Mastering Virtual Teams  
Chapter 2: “Crossing Technical Boundaries”  
Chapter 7: “Building Trust in Virtual Teams”  
LIB: Hansen, M.T., & von Oetinger, B. ”Introducing T-Shaped Managers: Knowledge  
HTML & PDF Full Text available in Business Source Premier  
View video Communicating Across Technology on reserve in Drescher Library (35 minutes).

Team Preparation and Written Assignment  
Using assigned readings from this course, as well as your own library research, prepare a 1-page paper  
identifying what you believe to be the 5 key issues in designing one of the following organizational  
elements in international organizations (by Class Session 3, each team will choose one of these design  
elements):  
– structures (formal and informal)  
– reward (motivation) systems  
– recruitment/selection/placement processes  
– training and development programs.  
Try to prepare this paper “virtually”, that is, via computer interactions only, without face-to-face or  
telephonic interactions. Also, seek to build consensus on the 5 key issues among all team members;  
avoid compromising activities such as voting or dividing up the assignment.  
Place your team’s paper in the eRoom file for this class session.  
After you have prepared the team paper, reflect with your team (virtually or otherwise) on the  
experience of working together using a low degree of “social presence”. What are the pros and  
cons of the virtual process? How were your individual/team experiences similar to / different from  
that of the team in the video Communicating Across Technology? Why? Be prepared to discuss  
your ideas and insights in class and to reference the video and assigned readings by Duarte &  
Snyder and Hansen & von Oetinger to support your points.
SESSION 5 – September 29:  

Plant Tour and Case Analysis

[Plant Tour may also be arranged for Sept. 24 or Oct. 1]

Reading Assignment:

CP: Case: "Lincoln Electric: Venturing Abroad"
Hall and Hall: Parts 5 & 6: “The French” and “The Germans”

Team Preparation:

For Lincoln Electric case, consider the following questions:
1) What is the source of Lincoln’s outstanding and enduring success? Given this, why did the internationalization thrust of the late 1980s and early 1990s fail? (Hall & Hall chapters may help here.)
2) What is the nature of the environment for Lincoln in Indonesia? Should Lincoln go ahead with its investment in Indonesia? If so, should it be a wholly-owned subsidiary or a joint venture?
3) If Lincoln enters Indonesia, what should be the nature of the management systems (consider all organizational design elements)? Should the Lincoln incentive system be retained or modified? (Use Bennington & Habir article and any other sources on management practices in Indonesia to guide your thinking about questions 2 & 3.)

For Plant Tour:

Team Written Assignments for Plant Tour:

Before the Plant Tour:

- **Plant Tour Team** — see Plant Tour description on page 6 of this syllabus.
- **Other Teams**: One week in advance of the Plant Tour, each team should prepare 5 questions to ask at the company and should send these questions to the Plant Tour Team, which will collate and distribute the full list to the whole class. The 5 questions should be designed to learn about the company from the various theoretical perspectives studied in MBAM 608.

One week after the Plant Tour:

All teams should prepare a paper of 2 pages maximum addressing the following:

- What were your primary learnings regarding designing and managing organizations?
- Does Lincoln Electric’s experience have any relevance for our Plant Tour company?
- What new insights did you glean (individually and collectively) about your actual and your preferred management styles?
- Any suggestions for future plant tours?
SESSION 6 – October 6: Managing in International Contexts – Part I
Going International Reports
Plant Tour Debrief
PORTFOLIOS DUE

Individual Written Assignment:
Global Executive Interview Report and thank you letter (details on pages 3-4 of this syllabus).

Plant Tour Debrief and/or Going International Reports: Presentations by two teams

SESSION 7 – October 13: Managing in International Contexts – Part II
Going International Reports

No Reading Assignment
Going International Reports: Presentations by two teams

Peer Performance Evaluations:
Make copies of the Peer Performance Evaluation form and complete one for each of your fellow team members. Follow the instructions on the form. Please complete these before class, and give a copy to each person evaluated.
COURSEPACK TABLE OF CONTENTS

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Table of Contents:


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DERESKY BOOK REQUIRED READINGS

Copies of this book are on reserve in the Drescher Graduate Campus Library.

**For Class Session 2:**
- Chapter 9, pp. 387-410 — “Staffing and Training for Global Operations”
- Chapter 10, pp. 415-432 only — “Developing a Global Management Cadre”

**For Class Session 3:**
- Chapter 8, pp. 290-310 only — “Organization Structure and Control Systems”

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ADLER BOOK REQUIRED READINGS

Copies of this book are on reserve in the Drescher Graduate Campus Library.

**For Class Session 1:**
- Chapter 1 – “Culture and Management”
- Chapter 2 – “How Do Cultural Differences Affect Organizations?”