

Comparative Management: European, North-American and Asian Management Styles

Course Objectives

The course provides a comparative assessment of management styles and practices across different settings and contexts. It introduces the students to the European, North-American and Asian management styles employing a compare/contrast approach. The objective of the course is to analyse the main similarities and differences that exist in these three contexts through a comparison of the distinct management styles that exist. Students will be able to understand that the drivers of sustained competitiveness depend on the ability of managers to apply the practices of international management taking into account cultural differences that exist in international contexts. This course aims at increasing the students' knowledge of international business and cross-cultural management.

Discussion/Learning Topics

22.06. 2009, 13:30 – 17:00

Introduction to comparative management and Management practices in the European Union

- Major characteristics of the European Union
- European cultural matrix
- General organisation of enterprises
- Operations Management
- Human Resource Management policies
- Leadership styles in EU companies
- Control and performance systems
- European strategy: Alliances, M&A, Structure of European MN

23.06. 2009, 13:30 – 17:00

Management practices in Asia

- General organisation of enterprises: structure, communication channels
- Human resource management policies
- Control and performance systems

- Continuous improvement-Kaizen
- Just-in-time production and efficiency systems
- Cultural values
- Korean Chaebol/ Japanese management system/ Chinese management system
- Innovation practices
- Asian expansion strategies: Alliances, M&A

24.06. 2009

Field Trip

25.06. 2009, 13:30 – 17:00

Management practices in North-America

- Organisation of enterprises
- Human Resource Management practices
- Organisational culture/ organisational structure
- Management of MNCs
- Cultural values
- Strategic choices: Alliances, M&A, Internal growth
- Control and performance systems

26.06. 2009, 13:30 – 17:00

International Business and Cross-Cultural Management

- The importance of understanding cultural values
- The ability of integrating these cultural differences in organisational systems and practices
- Applying comparative management and cross-cultural management in practice
- Corporate Social Responsibility in Cross-cultural settings

Prerequisites

It will be helpful for the students to have some knowledge and be familiar with the main concepts in strategic management and organisational behaviour.

Course Design

The course is based on lectures and class discussions. Students are required to participate in class discussions. Case studies and experiential exercises will be used to facilitate and promote students' understanding and learning of the concepts introduced in each discussion topic.

Course Assessment

The assessment of the course will be based on a case study. The final grades will be based on a group oral presentation (50%) and an individual written analysis of the case (50%).