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MGMT 461 – Dr. Katie Rosenbusch Study Guide for Final Exam

Global Mindset

- Global Mindset--What is it? Why is it important? How does one develop it?
- Examples of global mindset or lack of global mindset
- How does one lead or manage internationally with global mindset?
- What is ethnocentrism? Why important for global managers to understand ethnocentrism?

Role of Culture in Management Practice

- Explain tension between global integration and local adaptation. What are the alternatives for companies in managing this tension and how does one choose?
- How did this tension appear in the Disneyland Paris case? Leo Burnett case?

Cross-Cultural Encounters and Learning

- Thoughts and feelings people experience when plunged into a new culture. Why is it important to understand these feelings and reactions?
- Explain global mindfulness and how does it impact the way you can lead a global organization. What are the characteristics for global mindset?

Frameworks for Understanding Cultural Differences

- Explain what culture is, where does it come from
- What are the cultural dimension frameworks that we discussed in this course? Why are they important for us to understand in cross-cultural management?
- Explain the Dynamic Complex Flux and how it impacts global companies.

Developing Cultural Competence

- What can managers do to increase their intercultural competence?
- What global skills are essential to working in a cross-cultural environment?
- How can you develop yourself into a global leader?

Cross-Cultural Perspectives on Communication

- Characterize common aspects of the communication styles of Americans and contrast with other cultural styles of communication. What are the best practices for intercultural communication? What are some examples of good and bad cross-cultural communication from the cases?

Managing Global Teams

- Challenges faced by global virtual teams. Advice for organizing and leading a global virtual team (eg. Leo Burnett case)
- Explain the Map-Bridge-Integrate model.

Global Leadership

- Based on the Javidan et al. article (In the Eye of the Beholder), what are the universal impediments and facilitators of global leadership behaviors from the GLOBE study?
- How do leaders differ around the world? Please provide examples from readings, cases and articles

Executing Global Strategy

- Challenges to managing successful international joint ventures (eg. Cushy Armchair, Magdi Batato, Asis and Delta Beverages)
- Understand the four different types of global strategy and structures—what are the differences and under what conditions should you be utilizing each one (Geographic, Global Matrix, Global Product, International)
- Different possible modes for entering a new country context, advantages and disadvantages of each. How do you choose?
- Understand how you would assess the match between internal and external alignment in a global company. What should you as a global executive pay attention to for alignment (structure, task/work structures, people) to match strategy and environment?
- How do you evaluate a global companies organizational type? How is the organizational type impacted by the complexity of the global business environment?

Selecting and Developing Global Managers

- What is the fundamental tension faced by expatriate employees?
- What is the criteria for selecting effective expatriate employees?
- Success factors for successful expatriate deployment (individual and company)--before, during and after the international assignment
- Describe some experiential development opportunities that companies should implement for expatriate development.

Change Management

- Understand the impact of change on global companies—what should global leaders be aware of during the change management process?
- Explain the three phases of change management and what questions should a global leader should be asking

Ethics and Corruption

- What is corruption? bribery? What are the costs of corruption?
- What is the US Foreign Corrupt Practices Act?
- Best practices to reduce pressures to engage in questionable business practices in international operations, best practices for deciding how to deal with situations that arise
- What are some of the cultural dilemmas that an international manager might face when working overseas?

Personal Integrity and Corporate Social Responsibility

- What is the difference between personal integrity and corporate social responsibility?
- Identify the conflicts that could exist between personal and corporate ethical dilemmas
- Be able to provide example of CSR and what strategies are companies using to promote CSR (Global compact, Global Reporting initiative, Dows Jones Sustainability Index)
- Understand Bennett's concept of intercultural sensitivity—Can you be cultural sensitive without abandoning your moral and ethical beliefs? Why or why not?



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