# BUSINESS 463 - INTERNATIONAL MANAGEMENT
## Dee Birnbaum
## Fall 2012

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**Office Hours:** MW 12-12:50pm and 3-5pm
and by appointment

## I. COURSE DESCRIPTION

There are two underlying purposes of this course. First, as the organizational environment becomes increasingly defined as international in nature, the course offers insight into managing a more complex, culturally diverse, spatially dispersed organization. The course can be beneficial to individuals who compete across international borders, who face competition from foreign companies operating in the U.S. or to those who manage a multinational company. Second, the course is useful for those who are concerned about the problems of contemporary management as an international perspective is used to examine American firms. Some of the topics that are studied include managing organizations that compete in declining industries, managing multicultural diversity, creating new, more flexible organizational designs and incorporating entrepreneurial activities into organizational structure.

<u>**Objectives**</u>:

1. To define the notion of culture as it applies to the field of management. To distinguish between country, business and corporate culture;

2. To build "blended" cultures which combine country, business and corporate culture. To use blended cultures to design organizations, manage human resources and plan strategy;

3. To distinguish between those management models which apply to international business and those which must be modified according to recent research literature;

4. To explore the application of strategy models across international borders and to identify the implications of using those models on managerial decision-making;

5. To apply a global perspective in dealing with contemporary management problems in the U.S.;

6. To explore the effect of globalization on activities and policies of personnel management;

7.  To gain knowledge of organizational structures and designs used in global business;

8.  To develop designs and structures that will balance the contradictory needs that international organizations often present, such as the need to differentiate and integrate;

9.  To identify the impact of various global designs on other functional areas of business such as finance, marketing and human resources management;

10. To find, extract, organize and present information about specific international companies using library databases.

## II. COURSE REQUIREMENTS

1.  Successful completion of three examinations based on class notes and textbook material.  Textbook: Cullen & Parboteeah *Multinational Management*. Please note that class lectures will **supplement not rehash** textbook readings.

2.  Successful completion of a group IM project. The project requires students to select a company with an identifiable international management strategy. The company should also have a website with information about its international practices written in a language that all the members of the group can read and understand. Selection of the company should be based on the website <u>AND on finding relevant current literature on the international management practices of this company in the library databases</u>. The database literature should include sources of the caliber of the <u>Wall Street Journal</u>, <u>Business Week</u>, <u>Forbes</u>, <u>The Economist</u>, etc. Websites of little or poor journalistic integrity should <u>NOT</u> be relied upon as major sources of information for this report.

    Your report should focus on two issues. First, you should describe the international management strategy the company is using. You should evaluate its efficacy, its uniqueness, etc. Second, you should focus on the degree to which the company's statements on its website are congruous with the information available from objective outsiders, such as the authors of the articles you have amassed from the library databases. Your report can emphasize one issue over another, depending on what information you have retrieved.

    Grades will be based on firm selection, the amount and relevance of the material you have found to use in your report, your analysis of the information and the quality of your writing. I encourage you to use the Writing Center to help you organize and present your material cogently. If you apply analytical tools from the textbook and/or class notes appropriately, your paper will receive a higher grade. Please do not use case material from the textbook, however, as this is an assignment in which learning how to search for information is a valued skill.

Your written report is due **Friday, November 2** <u>at the beginning of class</u>. I will deduct a full letter grade per day for each day the report is late including the first day.

**IMPORTANT NOTE:**
Do NOT use a company that you have studied in another class. Usually in other classes, students study companies using a case format. In this format, a case is assigned to students by the instructor so that students can put themselves in the role of the CEO and devise strategies for dealing with the company's problems. While this method can be a useful teaching formula, it has its limitations. Normally, when consultants are asked to solve organizational problems, the consultants are not handed a written case about the company that provides all the information the consultant needs to devise a strategy. If you are asked to consult for or to join a firm, you will have to search for unbiased information yourself to uncover the full picture. This is true for students deciding on their first career after graduation and for students consulting for a company. This project is designed to help you learn how to uncover positive and negative information about a firm to give you a full picture of its operations, using library database resources. If you use a case study from another course, you will not learn how to find information about a company, the case will provide you with outdated information, and if you studied the case in another class, this will limit your thinking given that most case studies will provide a "best practice" answer in class. You should not even consider using cases you have studied before because you will not find it easy to break out of the patterned thinking that you were taught to use in your earlier study of the company. Also, because you would be using information that you did not acquire from business databases and that you have used in a previous course, **you will be in violation of the honor code.**

## III. GRADES

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| **3** Examinations (Final is NOT Comprehensive) | 75% (each equally weighted) |
| Project | 25% |

## IV. EXAMINATIONS

Your examinations will be a combination of short answers and essays.

The timing of the examinations will be determined by a vote of the students.  We will have three examinations plus a final as students prefer to be tested more often on smaller amounts of material.  **You must take the exam on the date agreed upon by the class and at the time the class meets**.  Because our department has a limited number of office staff and many projects to complete that take priority, and classroom space is extremely limited, I regret that we will not be able to accommodate students who wish to take exams at alternative days and times. **If you are ill and cannot take an exam, please notify me immediately and be prepared to produce a physician's note.**  Because this is a preprofessional course, I am inflexible about permitting students to take exams late.

Employees in organizations are expected to meet deadlines and students who plan to enter the business world need to develop these habits in preparation for their future careers.

**V. HONOR CODE**

You are expected to abide by the honor code. Please read the note in section II. 2. as it refers to violation of the honor code by using cases from previous coursework.

**VI. TOPICS AND READING ASSIGNMENTS**

Text: Cullen & Parboteen

**Topic: Introduction to Multinational Management**
International Corporate Evolution
Parochialism
International Diversity

**Topic:      Culture**
Basics of Culture
Components of Culture:  Religion, Language, Education, Values
Paradigm Shift from Realism to Nominalism
Dimensions of Culture

   *Reading Assignments:*
   Chapter 1:     Multinational management in a changing world
   Chapter 2:     Culture and multinational management
   Chapter 3:     The institutional context of multinational management
   Chapter 4:     Managing ethical and social responsibility challenges

   *Reading Assignments:*
   Chapter 5:     Strategic management
   Chapter 6:     Participation strategies

**Topic:      Managing Across Cultures**
Adapting Management to Foreign Cultures
Managing Cultural Diversity to Achieve Cultural Synergy
Review of Organizational Design/Structure

**Topic:      Global Strategic Management**
Managing Operations Globally
Restructuring Foreign Subsidiaries to Blend Cultural Differences
Global Organizational Structures

*Reading Assignments:*
Chapter 8:     Organizational designs for multinationals
Chapter 9:     Organizational strategic alliances

**Topic:       Human Resources Management**
International Labor Relations
Staffing Decisions
Training for International Assignments
Managing the Expatriate Manager
Culture Shock and Repatriation
Causes of Expatriate Failure
Special Issues for Global Firms

*Reading Assignments:*
Chapter 11:    International human resource management
Chapter 12:    HRM in the local context

**Topic: Organizational Behavior**
Motivation
Leadership

*Reading Assignments*
Chapter 13:    International negotiation
Chapter 14:    Motivation
Chapter 15:    Leadership

**Topic:       Organizational Behavior**
Leadership and Motivation in Global Context
International Differences in Managerial Behavior
Cross-cultural Applicability of Motivation Theories
Communication and Negotiation in Global Management
Communicating Across Cultural Barriers
Cultural Differences in Decision Making

*Reading Assignments:*
Chapter 12:    Motivation across cultures
Chapter 13:    Leadership across cultures


**Note:  No definite dates can be given for the completion of topics as the pace of the course is determined by the students.**