

## INTERNATIONAL MANAGEMENT 563

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**Office Hours:** 3:30-5:30 TTh  
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.

#### **Objectives:**

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 among 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.

## 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 an individual IM project. The project requires students to select a company with a highly successful international management strategy. Selection of the company should be based on reading the current business literature in the library. Once the company selection is made and approved by the instructor, the student will prepare a written and oral report on the company. The report should be based on current business literature and information supplied by the company (if available). Company strategy should be described and analyzed. **Written reports are due November 12<sup>th</sup>**. Grades will be based on firm selection (i.e., the choice of a highly successful firm as opposed to one that is only somewhat successful, but easy to research), the documentation of success and the analysis of strategy. The appropriate application of analytical tools from textbook readings and from class notes will be considered in grading these reports. Oral reports will be presented during the last two weeks of class. The oral presentation will also be graded.

## III. GRADES

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. **An examination can always be taken earlier to accommodate students' travel schedules but cannot be taken late.** Please contact me well in advance if special arrangements are required. Earlier exam times can be arranged during working hours (8:00 a.m. - 4:00 p.m. weekdays) for students who are traveling for official school functions, such as Model U.N., athletic teams or Mock Trials. Because our department has a limited number of office staff and many projects to complete that take priority, I regret that we will not be able to accommodate all students who wish to take exams at alternative days and times. For those students who do have schedule conflicts between official school functions and exam times, the Departmental Assistant (Mr. Chambers) or I will place you in a classroom in the Buckman building to take your exam so that your testing conditions will be very similar to those of your classmates. **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.

## 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.**