

INTERNATIONAL MANAGEMENT 563

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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 the student 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, each 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 13th**. 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. HONOR CODE

You are expected to abide by the honor code.

V. 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.