BUS334Ea International Management

Professor: Emily Grott
Office: Building 14, 2nd floor, office 7
Email: egrott@upo.es
Office Hours: Wednesday 09:00-10:30

Course Information:
Spring 2020
Monday and Wednesday
10:30-11:50

Course Description
The topics to be covered include the process of internationalization of companies, alternative forms of international business and international alliances (exports, franchises, subsidiaries, licences, strategic alliances, joint ventures...). The class also looks at environmental factors, globalization, management functions, human resources and diversity, different organizational cultures, and the role of strategic business management in a globalized world.

Course Goals and Methodology
The main goal of this course is for students to gain an in-depth knowledge of how culture can affect organizations within an international business environment and learn to make sound and reasoned business decisions as an international manager.

The methodology of the course will be based on examining theoretical concepts relevant to becoming an international manager and applying these concepts to practical situations through case studies.

Learning Objectives
Through this course, students will:

- Understand the idiosyncrasies of decision making in an international business environment such as self-awareness, self-management, collaboration, and teamwork.
- Gain the skills and the knowledge set necessary to ethically manage today's business operations for productivity and performance in an international environment.
- Develop and strengthen various emotional intelligence skills
- Gain a global perspective.
- Synthesize, analyze and integrate their knowledge from across the organization and use this knowledge to provide innovative and credible solutions that provide an immediate return on investment.

Required Texts
WEBS:
- https://campusvirtual.upo.es/ - On-line platform. Main class material
- www.economist.com - analytical articles on world economic/political affairs
- www.eurunion.org - EU guide for Americans
- www.ft.com – Financial Times, international news, economy, corporate activities, shares
- www.oecd.org - Organisation for Economic Co-operation and Development
- www.imf.org - International Monetary Fund
- www.nytimes.com - World news, critical editorials
- www.worldbank.org/ - World Bank
- http://geert-hofstede.com/ - The Hofstede Center

Course Requirements and Grading
Your final grade will be calculated as follows:
• 20% Mid-term exam
• 25% Final exam
• 30% Final project
• 15% Class participation*
• 10% Extra assignments

*Please open the following link for a full explanation on how class participation is graded: https://www.cmu.edu/teaching/assessment/examples/courselevel-bycollege/cfa/tools/participationrubric-cfa.pdf

General Course Policies
Leaving the classroom: Leaving the classroom on repeated occasions is disturbing to both your professor and your classmates and may adversely affect your participation grade. Please make use of the 10 minute breaks in between classes to fill up your water bottle, use the restroom, etc.
Punctuality and tardiness: Arriving late to class is disruptive to both the professor and your classmates. Please be punctual as your professor may count your late arrival as
half of an absence or simply close the door, not let any late students in and consider it as one full absence.

Communicating with instructor: Please allow at least 48 hours for your instructor to respond to your emails. The weekend is not included in this timeframe. If you have an urgent request or question for your professor, be sure to send it during the week.

Attendance and Absentee Policy
Attendance is mandatory at all classes. As we understand that you might fall ill or be unable to come to class (e.g. due to a religious holiday, a flight delay, a family wedding/reunion, a graduation, a job interview, etc.) at some point during the semester, you are allowed up to 4 absences. You will be responsible for the material covered and any work missed. You will not need to justify your absences (up to 4) in any way unless you miss an exam, a presentation, a quiz, etc. In this case, you must present a doctor's note (signed, stamped and dated) to be able to reschedule the exam, etc. It will still count as an absence but you will be allowed to retake the exam, etc. We don't encourage you to use all 4 days unless you really need them as your participation grade may suffer if you are not in class. If used unwisely and you get sick late in the semester, the following penalties will apply:

- On your 5th absence, 1 point will be taken off of your final Spanish grade
- On your 6th absence, 3 points will be taken off of your final Spanish grade
- On your 7th absence, 5 points will be taken off of your final Spanish grade

For classes that meet once a week, each absence counts as two. For classes that meet daily, the penalties outlined above apply if you go over 6 absences (7th absence=5th absence above). Exams missed due to an excused absence must be made up within a week of returning to classes. Talk to your professor immediately after your return.

Academic Honesty
Academic integrity is a guiding principle for all academic activity at Pablo de Olavide University. Cheating on exams and plagiarism (which includes copying from the Internet) are clear violations of academic honesty. A student is guilty of plagiarism when he or she presents another person’s intellectual property as his or her own. The penalty for plagiarism and cheating is a failing grade for the assignment/exam and a failing grade for the course. Avoid plagiarism by citing sources properly, using footnotes and a bibliography, and not cutting and pasting information from various websites when writing assignments.

Learning Accommodations
If you require special accommodations, you must stop by the International Center to speak to Carmen G. Hernández (the Faculty coordinator: cgheroje@acu.upo.es) to either turn in your documentation or to confirm that our office has received it. The deadline is February 21st. Carmen will explain the options available to you.
Behavior Policy
Students are expected to show integrity and act in a professional and respectful manner at all times. A student’s attitude in class may influence his/her participation grade. The professor has a right to ask a student to leave the classroom if the student is unruly or appears intoxicated. If a student is asked to leave the classroom, that day will count as an absence regardless of how long the student has been in class. Cell phone use is not allowed and animals (except seeing-eye dogs) are not permitted in the classrooms.

Course Contents

Chapter 1 – International Management and Culture
Chapter 2 – Analyzing Cultures: Making Comparisons
Chapter 3 – Organizational Culture
Chapter 4 – Formal Structures and informal Systems
Chapter 5 – Globalization and Localization
Chapter 6 – Planning Strategy
Chapter 7 – Forming an International Joint Venture
Chapter 8 – Risk and Control: Headquarters and Subsidiary
Chapter 9 – Controlling by Staffing
Chapter 10 – Expatriate Assignment
### Class Schedule

<table>
<thead>
<tr>
<th>MONDAY</th>
<th>WEDNESDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 29</td>
<td>Presentation</td>
</tr>
<tr>
<td>February 3</td>
<td>Chapter 1</td>
</tr>
<tr>
<td>February 10</td>
<td>Chapter 2</td>
</tr>
<tr>
<td>February 17</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>February 24</td>
<td>Chapter 4</td>
</tr>
<tr>
<td>March 2</td>
<td>HOLIDAY</td>
</tr>
<tr>
<td>March 9</td>
<td>Chapter 5</td>
</tr>
<tr>
<td>March 16</td>
<td>Mid-term review</td>
</tr>
<tr>
<td>March 23</td>
<td>Chapter 6</td>
</tr>
<tr>
<td>March 30</td>
<td>Chapter 7</td>
</tr>
<tr>
<td>April 6</td>
<td>EASTER WEEK</td>
</tr>
<tr>
<td>April 13</td>
<td>Chapter 8</td>
</tr>
<tr>
<td>April 20</td>
<td>Chapter 9</td>
</tr>
<tr>
<td>April 27</td>
<td>FERIA</td>
</tr>
<tr>
<td>May 4</td>
<td>Chapter 10</td>
</tr>
<tr>
<td>May 11</td>
<td>Presentations</td>
</tr>
<tr>
<td>February 5</td>
<td>Chapter 1</td>
</tr>
<tr>
<td>February 12</td>
<td>Chapter 2</td>
</tr>
<tr>
<td>February 19</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>February 26</td>
<td>Chapter 4</td>
</tr>
<tr>
<td>March 4</td>
<td>Chapter 5</td>
</tr>
<tr>
<td>March 11</td>
<td>Mid-term exam</td>
</tr>
<tr>
<td>March 18</td>
<td>Chapter 6</td>
</tr>
<tr>
<td>March 25</td>
<td>Chapter 7</td>
</tr>
<tr>
<td>April 1</td>
<td>Chapter 8</td>
</tr>
<tr>
<td>April 8</td>
<td>EASTER WEEK</td>
</tr>
<tr>
<td>April 15</td>
<td>Chapter 9</td>
</tr>
<tr>
<td>April 22</td>
<td>Chapter 10</td>
</tr>
<tr>
<td>April 29</td>
<td>FERIA</td>
</tr>
<tr>
<td>May 6</td>
<td>Final review/working on presentations</td>
</tr>
<tr>
<td>May 13</td>
<td>Presentations (last day of class)</td>
</tr>
</tbody>
</table>

### Holidays:
- Monday, March 2: Bank holiday. No classes will be held.
- Monday, April 6 and Wednesday, April 8: Easter week. No classes will be held.
- Monday April 27 and Wednesday, April 29: Seville fair. No classes will be held.

### Mid-term exam:
- Wednesday, March 11

### Final exam period:
- Monday, May 18 – Thursday, May 21 (date to be determined by CUI)