

## **BUS 334E-a International Management**

### **Emily Grott**

Office: Building 14, 2nd floor, Room 7

Email: [egrott@upo.es](mailto:egrott@upo.es)

Office Hours: Thursday 13:30-15:00

### **Course Information:**

Spring 2019

(a) Mondays and Wednesdays  
16:00 – 17:20

### **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**

Saturday, September 7, 09.00 p.m. It is your first weekend in Seville and you decide to go out and have a nice dinner to celebrate your first experience in Spain. You enter a fancy crowded restaurant downtown and sit down...and wait...and wait some more...where is the waiter? Have they forgotten about me? Finally, they took your order and the food arrived...9.45 p.m. The food arrived, but you run out of drinks...why don't they refill me? Don't they see me?...10.15 Exhausted, you try to pay, but no one seems to care about you having your credit card on the table for 5 minutes...10.30 You storm out the restaurant thinking that you could open a restaurant here where waiters actually care about the clients and it would be a total success.

Ok, maybe the 10.30 part wasn't real, but the rest it might sound familiar to you. Let's assume that your entrepreneurial soul is reaching out, and you decide to open that restaurant. Let me give you a hint about your future. 99% chances that you will fail. What happened? Culture happened.

In response to a survey of Fortune 1000 companies enquiring about "the biggest barrier in doing business in the world market", cultural differences ranked at the top of the list (The Guardian, September 20, 2007). The report suggested that the failure to recognize these differences was the most common cause of failure for cross-national enterprises. (Other barriers ranked were the concerns of law, price competition, information, languages, delivery, foreign currencies, and time differences.)

Members of different cultures express different values and priorities when they make and implement decisions. These values influence work relationships, whether between superior and subordinate, peers, managers in headquarters and subsidiaries, and others. How do international managers recognize the opportunities and threats that cultural difference presents? And how do they respond?

The answers do not lie simply in learning more culture. The influence of culture is never stable and its effect on behavior can never be precisely predicted. Further, a range of other factors may intervene. These include the social and business environments, industry and organizational interests, and the personalities of the people concerned. The problem for the manager is deciding which have priority in any given situation.

Culture is **SOMETIMES** very significant; and on other occasions it is not, and the other factors are more so. The manager needs the skills to recognize **WHEN** culture is significant, to weigh its influence against that of the other factors, and then respond appropriately. (Mead, R: 2009) This course aims to equip managers with these skills.

That's why, in addition to the core topics normally discussed in international management courses (the process of internationalization of companies, alternative forms of international business and international alliances, environmental factors, globalization, management functions, human resources and diversity or the role of strategic business management in a globalized world) this class intends to introduce culture as a key factor in doing business internationally so you can make the most of your experience abroad. Welcome.

## **Learning Objectives**

At the conclusion, this course will help students:

1. To understand the particularities of the business decision making in an international environment such as self-awareness, self-management, collaboration, and teamwork.
2. To give students the skills and the knowledge set necessary to ethically manage today's business operations for productivity and performance in an international environment.
3. To develop and strengthen various emotional intelligence skills
4. Gain a global perspective.
5. To 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**

- MEAD, ANDREWS. International Management, Fourth edition. Blackwell and Wiley, 2009.

### **WEBS:**

- <https://campusvirtual.upo.es/> - On-line platform. Main class material
- [www.economist.com](http://www.economist.com) - analytical articles on world economic/political affairs
- [www.eurunion.org](http://www.eurunion.org) - EU guide for Americans
- [www.ft.com](http://www.ft.com) – Financial Times, international news, economy, corporate activities, shares

- [www.oecd.org](http://www.oecd.org) - Organisation for Economic Co-operation and Development
- [www.imf.org](http://www.imf.org) - International Monetary Fund
- [www.nytimes.com](http://www.nytimes.com) - World news, critical editorials
- [www.worldbank.org/](http://www.worldbank.org/) - World Bank
- <https://www.cia.gov/library/publications/the-world-factbook/> - Central Intelligence Agency: The World Fact Book
- [www.undp.org](http://www.undp.org) – United Nations Development Program
- <http://geert-hofstede.com/> - The Hofstede Center

### General Course Policies

Please keep your cell phones in silent at all times, and avoid their use except as a calculator.

Strictly no food to be consumed in class.

### Course Requirements and Grading

Your final grade will be calculated according to the following system:

- 20% Mid-term exam
- 25% Final exam
- 30% Final project
- 15% Class participation
- 10% Extra assignments

Every week, Wednesdays will be dedicated to class discussion.

Class participation refers to active participation and engagement in class discussions (opportunities will arise in all classes, i.e. Mondays and Wednesdays). This should not be confused with attendance, which is compulsory. For some classes students will be offered the chance to explain concepts and give examples to their classmates, for which advance warning will be given to allow time to prepare material. Those students who volunteer to explain concepts and take an active role in class/group discussions (showing a good grasp of the material covered) will be rewarded positively in the “class participation” grading.

### Final Project

**Content:** Does the project offer accurate, high quality information, interesting and synthesized in an original manner? 50%

**Formal presentation:** Is the information presented clearly and in a scholarly manner? Does the presenter use graphics, visuals and/or other supplementary materials? 30%

**Is the presentation engaging?** Does the presenter actively strive to involve the class in his/her presentation? Does she/he strive to hold the attention of the class?

20%

## **Absences**

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 5<sup>th</sup> absence, 1 point will be taken off of your final grade (Spanish grade of 1-10)

On your 6<sup>th</sup> absence, 3 points will be taken off of your final Spanish grade

On your 7<sup>th</sup> 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 (7<sup>th</sup> absence=5<sup>th</sup> absence above).

## **Punctuality**

Arriving late to class is disruptive to both the professor and your classmates. Please be punctual, as your professor will count your late arrival as half of an absence.

## **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 Rubén (the Faculty coordinator) to either turn in your documentation or to confirm that our office has received it. The deadline is September 28th. Rubén 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.

## Class Schedule

**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

## DETAILED CLASS CALENDAR SPRING 2019

MONDAY		WEDNESDAY	
		January 30	Presentation
February 4	Chapter 1	February 6	Chapter 1
February 11	Chapter 2	February 13	Chapter 2
February 18	Chapter 3	February 20	Chapter 3
February 25	Chapter 4	February 27	Chapter 4
March 4	Chapter 5	March 6	Chapter 5
March 11	Mid-term	March 13	Mid-Review
March 18	Chapter 6	March 20	Chapter 6
April 1	Chapter 7	April 3	Chapter 7
April 8	Chapter 8	April 10	Chapter 8
April 15	NO CLASSES, HOLIDAY	April 17	NO CLASSES, HOLIDAY
April 22	Chapter 9	April 24	Chapter 9
April 29	Chapter 10	May 1	NO CLASSES, HOLIDAY
May 6	Chapter 10	May 8	Working on presentations
May 13	Presentations	May 15	Presentations

**MID-TERM EXAM:** March 11

**FINAL EXAM:** May 20-23