



## **BUS 334E International Management**

**Professor:** Álvaro López Cabrales  
**Office:** Building 7, 3rd floor, Room 12

**Course information:**

Spring 2021

**On-line classes:**

Tuesdays, 6:00pm –7:45pm (CET)  
from January, 26th to February, 25th

**On-site classes:**

Tuesdays and Thursdays, 6:00pm –7:45pm (CET)  
from March, 4th to April, 15th

**Email:** [alopcab@upo.es](mailto:alopcab@upo.es)

**Office Hours:** previous appointment  
by e-mail

### **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, licenses, 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.

This course will be taught both online and on-site (except for those few who will follow this whole course online).

### **Course Goals and Methodology**

Saturday, April 3rd, 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**

Through this course, students will:

- Understand the particularities of the business decision making in an international environment such as self-awareness, self-management, collaboration, and teamwork
- Give students 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
- Engender a global perspective in all students.
- 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.

## Technical Requirements

This course requires that students have/bring their own laptop, since tablets, Chromebook or cell phones may not meet our virtual platform requirements. Also, students are expected to have a high-speed Internet Service Provider. A webcam and a headset (preferred) or microphone for your computer is also required.

You should be proficient in the following:

- basic computer skills
- email management
- sending and receiving attachments via email
- using a web browser
- finding resources through search engines
- using productivity applications such as Googledocs and Google Slides
- using educational technology such as: Kahoot, Blackboard Collaborate, or Zoom
- familiarity with creating PDF files and submit them on Blackboard
- the ability to be self-directed in learning new technology skills (e.g. access to support to learn necessary skills for Blackboard, or a step-by-step video tutorial)

For technical problems with Blackboard, please contact Jorge Pascual ([jpasdia@acu.upo.es](mailto:jpasdia@acu.upo.es)).

## Required Text

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

### Complementary texts

Adler, N. 2007. International dimensions of organizational behaviour. 5th ed. Mason, OH: Thomson South-Western.

Ailon, G. 2008. Mirror, mirror on the wall: culture's consequences in a value test of its own design. *The Academy of Management Review* 33(4), pp. 885-904.

Barinaga, E. 2007. Cultural diversity at work: 'National culture' as a discourse organizing an international project group. *Human Relations* 60(2), pp. 315-340.

Bartlett, C. and Beamish, P. 2018. *Transnational management: text, cases and readings in cross-border management*. 8th ed. New York: McGraw Hill Irwin.



Birkinshaw, J. and Pedersen, T. 2009. Strategy and management in MNE subsidiaries. In Rugman, A.M. and Waters, L.L. The Oxford handbook of international business. 2nd ed. Oxford: Oxford University Press. pp. 367 - 388.

Hofstede, G. 2002. Dimensions do not exist: a reply to Brendan McSweeney. Human Relations 55(11), pp. 1355-1361

Hofstede, G. 2003. What is culture? A reply to Baskerville. Accounting, Organizations and Society 28(7-8), pp. 811-813.

Hofstede, G. and Ailon, G. 2009. Dialogue on mirror, mirror. Academy of Management Review. 34(3), pp. 570–573.

Kelly, P. 2009. International business and management. London: Cengage Learning.

Lasserre, P. 2017. Global strategic management. 4th ed. Basingstoke: Palgrave Macmillan.

Schneider, S.C. and Barsoux, J.L. 2014. Managing across cultures. 3rd ed. Harlow: Pearson Education.

Steers, C. et al. 2016. Management across cultures: developing global competencies. 3rd ed. Cambridge: Cambridge University Press.

Thomas, C. 2017. Cross-cultural management: essential concepts. 4th ed. Los Angeles: Sage.

Verbeke, A. 2013 *International Business Strategy*, Cambridge University Press, Second edition,

### 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) - Organization 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

### **Course Requirements and Grading**



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

- Mid-term exam (20%)
- Final exam (25%)
- Final project (30%)
- Class participation (25%)

#### Mid-term Exam (20%)

This exam includes multiple choice questions, short questions and one essay question from chapter 1 to chapter 5 (see Course Contents section)

#### Final Exam (25%)

Final exam includes multiple choice questions, short questions and one essay question from chapter 6 to chapter 10 (see Course Contents section).

#### Final Project (30%)

It is a written guideline for implementing an international U.S firm abroad. It is presented at class at the end of the semester. Three areas are assessed for the 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%)

#### Class Participation (25%)

Every week, time will be dedicated to class discussion. Students proactivity and participation will be positively assessed. Every time you answer a question or participate in class discussion or final projects discussion the professor will take into account your participation in order to be evaluated.

### **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.

Punctuality and tardiness: Arriving late to class is disruptive to both the professor and your classmates. Please be punctual.



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.

#### Use of webcam

Students are expected to have their webcams prepared during the online sessions. Professor will explain the specific moments for turning on the webcams.

#### **Attendance**

**ABSENCES:** Attendance is mandatory at all classes, both online and on-site. All absences must be justified by a doctor's note (signed, stamped and dated). More than one unjustified absence will adversely affect your final grade. Professors will keep track of each student's attendance and active participation during the course. Students are expected to have their webcams turned on during the online sessions.

#### **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 send your documentation to Rubén Díaz ([rdialop@acu.upo.es](mailto:rdialop@acu.upo.es)) or confirm that our office has received it. The deadline is January 29th. Your instructor 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**

Unit 1 - International Management and Culture

Unit 2 – Analyzing Cultures: Making Comparisons

Unit 3 – Organizational Culture

Unit 4 – Formal Structures and informal Systems

Unit 5 – Globalization and Localization

Unit 6 – Planning Strategy

Unit 7 – Forming an International Joint Venture

Unit 8 – Risk and Control: Headquarters and Subsidiary

Unit 9 – Controlling by Staffing

Unit 10 – Expatriate Assignment

### Class Schedule

WEEK	
<b>W1.</b> Jan 25-29	Course Presentation and Unit 1 Readings about cultural differences
<b>W2.</b> Feb 1-5	Unit 2 Preparation activity cultural differences
<b>W3.</b> Feb 8-12	Unit 3 Presenting and discussing cultural differences. Starting Final Projects
<b>W4:</b> Feb 15-19	Unit 4 and 5 Learning about firm structures Choosing firm for final project
<b>W5 Feb 23</b>	<b>Mid Term exam</b>
<b>W6</b> March 2-5	Unit 6 Fitting strategies for international business.



	Working on SWOT ANALYSIS
<b>W7</b> March 8-12	Unit 7 Cases of IJV. Presenting SWOT ANALYSIS
<b>W8</b> March 15-19	Unit 8 Managing risks and mistrust. Strategic decisions about Final Project.
<b>W9</b> March 22-26	Unit 9 Working on Final Projects
March 30- April 2	<b>Holy Week</b>
<b>W10</b> April 5-9	Unit 10 Presenting your Final Project.
	FINAL EXAM Tbd by CUI

### Holidays

- Monday, March 1: Día de Andalucía.
- Sunday, March 28 - Sunday, April 4: Semana Santa (Holy Week).