

## **BUS 334Ea&b International Management**

### **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. To engender a global perspective in all students.
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
- 25% Class participation, group participation, quizzes and extra assignments

Every week (Wednesday/Thursday), a day will be dedicated to class discussion.

Quizzes or similar assignments will be given to make sure that you are on track.

### 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%

### **Attendance and Punctuality**

Attendance is mandatory. More than 3 unexcused absences will result in the lowering of the final grade. Students with more than 2 such absences may not challenge the final grade received. Punctuality is required – lateness will be penalised by 0.5 (over 15 mins) or 1 absence (over 30mins).

### **Academic Dishonesty**

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 or endnotes and a bibliography).

### **Students with Disabilities**

If you have a disability that requires special academic accommodation, please speak to your professor within the first three (3) weeks of the semester in order to discuss any adjustments. It is the student's responsibility to provide the International Center with documentation confirming the disability and the accommodations required (if you have provided this to your study abroad organization, they have most likely informed the International Center already but please confirm).

### **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**

WEEK	
1	Presentation and Quiz
2	Chapter 1
3	Chapter 2
4	Chapter 3
5	Chapter 4
6	Chapter 5
7	Mid-Term, Mid-Review
8	Chapter 6
9	Chapter 7
10	Chapter 8
11	Chapter 9
12	Chapter 10
13	Final Presentations
14	Final Presentations Final review

**Holidays:**

Holy Week  
Seville's April Fair