



CENTRAL WASHINGTON UNIVERSITY

INTERNATIONAL MANAGEMENT

COURSE SYLLABUS

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INTRODUCTION

Managing staff within your own cultural setting is a complex and challenging task. To assist us understand the role of management, researchers have created a considerable body of literature that examines the behavior of people and organizations. An underlying assumption of many of these theories and models is that 'what is true for American's is true for people worldwide'; quite clearly this is not correct.

This course challenges the traditional approaches to management and organizational behavior by focusing on the international dimensions of people's behavior at work. This is particularly important given that many U.S. businesses are global enterprises operating beyond our national boundaries and all U.S. firms are subject to the forces of globalization. For these organizations to successfully operate in the global economy they must appreciate the wide array of differences in cultures and social institutions. This course explores how cultures vary, how to recognize those variances and how to manage effectively within that environment.

COURSE OBJECTIVES and STRUCTURE

The central objective of this course is to explore the unique opportunities and problems that confront international managers as they navigate the company through the extremely complex and ever-changing global economic, political, legal, technological and cultural environment. This course will particularly focus on people, values and culture. As a result of undertaking this study you will be better equipped to undertake an international career and to work within organizations with a culturally diverse workforce.

The major areas and themes covered by this course are: what is context of international management; what is global strategic planning and how is it different from a domestic focus; what is national/regional culture and what is its impact on organizations, including an

assessment of American culture; what are challengers of global communication and negotiations; how to manage in multicultural work environments, including how to leverage cultural diversity; and how to manage global managers.

This five (5) credit course consists of two seminars weekly over one quarter. The seminars will be held on x and x between x and x in room x. Non-attendance may result in a reduced mark for this course.

SEMINARS

Seminars will involve a blend of different experiences including the presentation of material by the Instructor, exercises associated with the text book, small group discussions, audio visual presentations, problem solving exercises, case studies and individual and team presentations.

ASSESSMENT

A. Individual journal	20%
B. Individual presentation	5%
C. Group presentation	15%
D. Examinations (X2)	<u>60%</u>
Total	<u>100%</u>

A. Individual Journal

You are required to prepare a *Journal* in which you will include your answers to the questions posed for the case studies in the *Book of Case Studies* and the case studies used from the text (in total there are x case studies). Your *Journal* will be structures as follows:

Prior to coming to class you will address each of the questions associated with the case study set for that seminar. You will leave a space under your answer and during the class you will add further insights gained as a result of discussions with those around you. You will need to differentiate between your initial answers and additional ideas, for example by using a different color or font (if typed). Your *Journal* will be submitted at the end of week nine (9) of the Quarter.

B. Individual Presentation

You are required to address the following and present your findings to the whole class:

Describe five key aspects of American culture and assess how these norms, values and assumptions may affect a U.S. business operating overseas.

You will need to research this topic and make a verbal presentation to the class. Non-U.S. students may undertake this assignment by reflecting on five key aspects of there home countries culture. To assist in reflecting on what was achieved during this course, this material will be re-examined during the last class.

C. Group Presentation

Your team is required to prepare the following and present your findings to the whole class:

Prepare and present additional material associated with one of the countries covered in the 'In the International Spotlight' section of this course. This is a section of the *Book of Case Studies*.

Your team will develop material covering issues such as:

- Background on the country e.g. political and economic structures, brief history,
- Details on the industry or company examined,
- Other resources that will enhance the case study,
- Additional questions.

D. Examinations

This course includes two examinations, one mid-term and one final. Each examination will be for a duration of 1 ½ hours. The examinations will include questions associated with material covered in the text and the seminars, and case studies in which you will be required to apply your knowledge and understanding to actual situations (you will be provided the case studies in advance).

TEXT

Holt, D.H., and Wigginton, K.W., *International Management*, 2nd Ed, Harcourt, Orlando, 2002.

ADDITIONAL RESOURCES

Book of Case Studies, prepared specifically for this class and available from the Bookshop at a nominal cost.

It is anticipated that you will consult a range of sources during the course, particularly in the preparation of your group assignment. **Additional reading beyond the text is required for the successful completion of this course.**

ADDITIONAL READINGS

Weiss, S.E., 'Negotiating with "Romans"', Parts 1 & 2, *Sloan Management Review*, Winter 1994, pp 51 – 99.

Campbell, E. and Reuer, J.L., 'International Alliance Negotiations: Legal Issues for General Managers', *Business Horizons*, Jan-Feb 2001, pp 19 – 26.

Class Schedule

Date	Chapter	Activities	Case Studies
		Introduction	
	1	The global imperative	Transprint in China
	2	International Business Environment	Ben & Jerry's in Moscow
	3	Government Relations and Political Risk	Click and Mortar Pacific-Western Oil
	8	Cultural Awareness	Sesame Street in the M/E
Individual Presentations: US Cultural Values and there Implications			
	4	Social Responsibility & Ethics	Labor Conditions in Latin America <i>Mexico</i>
	5	Global Strategic Planning	Corning & Vitro <i>Taiwan</i>
	6	Going Global	Parmacia Grupo Financiero Inverlat <i>France</i>
	9	Intercultural Communications	Polish/US Joint Venture Can this Man Save Chrysler
	15	Leadership	Transformational Leader <i>India, Japan</i>
Mid-term Examination			
	10	Intercultural Negotiations	A Latin Experience in Patience <i>Saudi Arabia</i>
	16	International Teams & Diversity Management	IKEA The Road to Hell <i>Denmark, Spain</i>
	11	International Labor Relations	Developing Private Enterprise in Latvia
	13	Global HRM Reading 3:1	Floundering Expatriate <i>Singapore</i>
	12	Managing the Expatriate Hand in Journals	Steve Parker & SA Tech <i>Germany</i>
		Career and Family	<i>Video: A Portable Life</i> <i>Russia</i>
Team Presentations			
Final Examination			
Exam week	An opportunity will be provided to discuss with the Instructor feedback on the course and to discuss grading		

Changes Made to International Management Course as a Result of Attendance at the Globalization Seminars at the University of Memphis, June 2004.

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The following relates to the substantive changes made to the 'International Management' Course as a result of attending the seminars at U of Memphis.

1. A much broader range of topics are examined. Previously the focus was limited to an exploration of the impact of culture on international business. New topics include a brief exploration of the international business environment, the role of the state and its affects on the risks of international business, strategies for internationalizing and international labor relations. A new text book has also been chosen.
2. A number of new readings have been added as well as numerous new case studies.
3. The seminars provided a number of teaching ideas and aids that will be incorporated into the program. These ranged from games to unique case study opportunities.

A note of appreciation for the GBC indicating where the grant came from is included in the course syllabus and the book of readings.

My thanks again to the staff of the Global Business Center,

Dr Greg Cant