

## International Strategic Management

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### COURSE INFORMATION

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BUS/MGT | 400-level | 3 credits | 45 contact hours

**Professor:** Ibon Zamanillo, Ph.D.

| **Email:** Provided onsite

**Prerequisites:** Introductory coursework in business or management

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### REQUIRED TEXTBOOKS & COURSE MATERIALS

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*Management: Managing in a Diverse and Dynamic Global Environment* ([Arvind V Phatak, Dr. Rabi S Bhagat, Roger Kashlak](#)) 2<sup>nd</sup> edition. Mac Graw Hill. ISBN 0073210579 / 9780073210575.

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### DESCRIPTION

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This course examines the challenges facing managers that are competing in a global economy. We will devote our attention to strategic management in a globally competitive environment and the role of culture in motivation, leadership, communication, negotiation, decision-making, HRM practices, and the management of a multicultural workforce abroad or at home. We will cover the process of management based on both the macro (organizational) level of environment and strategy and the micro (interpersonal) level of culture and human resources. Some of the critical topics to be explored include:

- The international environment: politics, economy, culture, technology, and law.
- Managing international strategic planning and implementation.
- Managing people and processes across borders and cultures.
- Ethical dilemmas in international management.

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### STUDENT LEARNING OUTCOMES

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Upon successful completion of this course, students will be able to:

- Demonstrate an acute awareness of current political, economic, and social events worldwide and explain how these events relate to business practices and management.
- Practice strategic thinking and critical analysis.
- Make use of qualitative as well as quantitative factors to describe and compare cultures of different countries and apply this information to develop an understanding of strategic management within different regions around the world.
- Improve skills in writing, analysis, and research.

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### OUTLINE

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Term-specific information provided onsite.

Session	Topic	Reading/Assignment
1	Introduction to syllabus	Ch. 1
2	The International Management. <b>CASE#0</b>	Ch. 1

3	The global macroeconomic environment	Ch. 2
4	The political environment and political risk	Ch. 3
5	The legal int'l Environment	Ch.3
6	The cultural environment. <b>CASE #1</b>	Ch. 4
7	EXCURSION	
8	The cultural environment	Ch. 4
9	Strategies for international competition. <b>CASE #2</b>	Ch. 5
10	Strategies for international competition	Ch.5
11	Review and complete	Ch.1-5
12	<b>Midterm Exam</b>	Ch. 1-5
13	Modes of entry into foreign markets	Ch. 6
14	Strategies for international competition. <b>Cultural Interview</b>	Ch. 6
15	Organizing and controlling international operations	Ch. 7
16	Org. and control. Technology <b>CASE #3</b>	Ch. 7-8
17	Managing Technology and Knowledge	Ch. 8
18	WORK ON PAPER AND CATCH UP	Ch. 9
19	Communicating across borders and cultures. <b>Int'l Group Prjct</b>	Ch. 10
20	Negotiation and decision making across borders and cultures.	Ch. 11
21	Social Responsibility and Ethics	Ch. 11
22	Motivating across cultures and borders. <b>CASE #4</b>	Ch. 13-14
23	Leading across cultures and borders.	---
24	Int'l Human Resource Management <b>CASE #5</b>	Ch. 12
25	<b>Final Exam</b>	Ch. 6-12

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## GRADES

### Course Requirements:

#### CULTURAL INTERVIEW

You will conduct a cultural interview with a person who has different nationality from yours. A 1-page, single-spaced report is required. A potential outline for the report is shown below:

- A brief introduction of how you meet the interviewee and the interviewee's demographic information, such as age, education, family, or occupation.
- Describe major differences between your own country and his/her country. The difference can be in diet, attire, etiquette, government, education system, family structure, etc.
- Reference chapter 4 and describe the cultural dimensions using any of the listed theoretical frameworks, such as Hofstede's cultural dimensions.
- Optional: recommendations for handling cultural differences between your own culture and the interviewee's culture.

THE INT'L GROUP PROJECT: There will be one Int'l Groups Project required during the session, worth 25% of the class grade.

Grades will be based on grammar, spelling, content, research work and the amount of EXTRA EFFORT put into the project (ie, information from websites, industry literature, news, articles, etc.). No email cases! Hard copies only! No binding! No notebooks/folders! Only a staple! On the first page write the name of each person participating in the paper, along with the case title. SHOW ME WHAT YOU ARE DOING AS THE SESSION PROGRESSES AND I'LL HELP YOU.

### Int'l Group Project

Each group will select one country from emerging markets to research. For that country, your group will survey the political, economic, legal, cultural, trade, and monetary environment. In addition, each group is expected to outline the challenges and opportunities of conducting business in the country and provide relevant guidelines for successful international business ventures in the country based on their research about the country as well as international business.

A possible outline that includes major topics for your report is:

1. *Introduction*
2. *Political Environment (political system, structure, political parties, political risk)*
3. *Legal environment (legal system, legal issues in international business, legal risk)*
4. *Economic environment (economic system, main products and services, economic risk)*
5. *Monetary environment (currency system, currency risk)*
6. *Trade environment (major exports/imports, main trading partners, regional economic integration, tariff and trade barriers, government incentives for conducting business there)*
7. *Cultural analysis (cultural determinants, cultural dimensions, norms)*
8. *Outline of challenges and opportunities of doing business in the country (i.e. analysis and integration of information from other parts of the paper and other country data)*
9. *Propose a product to enter the country. Specify what you see in this country as an opportunity for the selected product.*

The written reports should be around 15 pages in length (single-sided, typed, double-spaced, and error free in 12-point font), excluding the cover page, table of contents, list of references, and appendices. In addition to the main content, all written reports must include a cover page, a table of contents, page numbers, a list of current references (minimum of 10), and an appendix of key figures, charts,... Current references should come from a variety of sources such as journals, websites, and books. Do not use the internet and textbook as your sole resources. You are encouraged to use headers and sub-headers to label different sections of the paper. I strongly recommend that each group member proofread the report before the submission.

Also note: USAC Program requires all students to familiarize themselves and to follow copyright and fair use requirements (i.e., do not plagiarize, and list all references).

THE CASE PRESENTATIONS There will be 6 case presentations throughout the session. Every group will do one of these presentations that will be worth 10% of the term grade. The content of the cases will be given to the students by the professor and they will have to research to complete this information before presenting it to the class. Every case will cover a different specific topic contained in the course:

Case #0: Small firm going global.

Case #1: The political situation that affect the strategic management of a foreign business operating in a certain country.

Case #2: The cultural differences affecting management abroad.

Case #3: Entry strategies.

Case #4: Communication across cultures

Case #5: Ethical issues in globalizing a firm.

You will be given the material to be used as a reference for the case presentation at the beginning of the week so you will have the time to prepare it. You will prepare 15 minutes (and no more than 15 minutes) presentation when scheduled (see above). No deliverable required. Grades will be based on the following 6 aspects in the presentation:

- *Tangibles* (handouts, presentation aesthetics, professional look of the presenters...)
- *Fluency* (how integrated is the presentation among presenters)
- *Interest* provoked in the audience (keep the listeners interested)
- *Content*
- *Time* management (no more no less than 15 minutes)
- *Quality of the discussion generated in the class.*

#### CLASS PARTICIPATION

Participation in class is not part of the evaluation system of this class, as you were able to read in this syllabus above. However, if your contribution during the sessions could be considered as excellent, exceeding the expectations for a regular student, then I will consider improving your final grade accordingly. To understand what I consider what the expectations for students' participation are in class, you can look at the table below.

#### **Assessment:**

2 on-campus exams:	50%
Int'l Group project:	25%
Case Presentations:	15%
Cultural Interview:	10%

#### **Grade Scale:**

A	100-93	C	76-73
A-	92-90	C-	72-70
B+	89-87	D+	69-67
B	86-83	D	66-63
B-	82-80	D-	62-60
C+	79-77	F	59-00

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#### **DISABILITY POLICY**

Every effort will be made to accommodate students with disabilities or special learning needs. If you have a documented disability for which you have already requested accommodations through the USAC Central office, your instructor will have been notified so that arrangements can be made early in the term.

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#### **ACADEMIC HONESTY POLICY**

Plagiarism, cheating, submitting work of another person or work previously used and other forms of academic dishonesty will lead to lowered course grades, failure of the course or more severe measures, depending on judgments of the gravity of the individual case.

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**STATEMENT ON AUDIO AND VIDEO RECORDING**

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Surreptitious or covert video-taping of class or unauthorized audio recording of class is prohibited by law and by USAC policy. This class may be videotaped or audio recorded only with the written permission of the instructor. In order to accommodate students with disabilities, some students may have been given permission to record class lectures and discussions. Therefore, students should understand that their comments during class may be recorded.