

INBU 4860 International Management
16FQ – 5 Credits
Monday & Wednesday 3:40 – 5:45 pm
Pigott 204

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Course Description:

Operating in an international environment gives companies and their managers' access to new markets/customers, additional and new natural resources, low-cost production as well as opens new sources of ideas and knowledge stimulating further innovation. Importantly, it provides a vast new source of the scarcest resource: Management Talent. However, these opportunities come with challenges of dealing with issues not limited only to time and distance but languages, cultures, legal regulations, work environments, regional treaties, currency fluctuations, logistics, ethical standings to name a few. Opportunities outpace limitations only if managers keep an open, honest, skilled, and compassionate mindset. In some cases, managers choose to confront these opportunities and challenges by making an informed decision of international expansion. In other cases, firms face these challenges where their industries become increasingly global in scope and thus the world reaches their doorsteps.

Course Expectations:

This course is designed to provide participants with some conceptual and more practical underpinnings of what international management entails to their lives, careers, and companies. It will also make understand strategic and organizational challenges to small, medium, and large businesses when faced with decisions of going global. Major questions that we will address include: What is management? What is international management? What are some important contextual issues that managers need to know before embarking on global business endeavor? Why firms go global? What opportunities a firm seeks internationally and what challenges it wants to avoid and how? How to decide what products and services needs to be offered? What to buy and what to make? When to compete and when to cooperate? How to prepare workforce for international

deployments? What type of organizational structure suits global firms? What type of coordination and control mechanisms works or otherwise? How Corporate Social Responsibility (CSR) and Ethical Business Practices in the global stakeholder context? How can business be used for poverty eradication, and serving world's poor profitably? How languages, cultures, and sub-cultures play their role in international management. Questions like these and more will be pondered during class discussions informed by your reading materials, your research and presentations on these subjects, interacting with guest speakers, and brainstorming as a class. The outcome of the course shall equip each one of you with knowledge, skill, and sensitivities to help you manage successfully in the competitive as well as cooperative international business environment. This course is intended for those interested in pursuing careers in management at the local or global level – and those interested in living global lives.

International/Global Management is the process of applying management concepts and techniques in multinational, multicultural environments. This course is designed to familiarize you with the perspectives and related issues in the field of management as a response to the push to globalize. You will gain an increased awareness for the dynamically changing field as you are exposed to the major challenges facing organizations and managers in today's competitive global marketplace. In particular, you will obtain a working knowledge of the customs, cultures, and management practices, strategies of the major economic countries in the world.

Required Texts & Readings:

-Hill, Charles W. International Business: Competing in the Global Marketplace, McGraw-Hill Education, 11th Edition, 2017

-Course Packet

Course Objectives:

The course is designed to:

- Familiarize you with the major concepts and paradigms in global management & give a realistic picture of current issues & challenges facing managers in int'l settings

- Provide you with the ability to analyze the strategies employed in the global business environment
- Develop your global thinking and ability to act locally or to think locally and act globally
- Help you to perceive the “core character of culture” beyond the phenomenological experience and observation regarding global business and management.

Course Format:

This class will be centered on a high involvement and interactive environment. Class will include a combination of lecture, class discussion, guest speakers, exercises, and small group activities/presentations.

Grading Policy:

Final grades will be determined as follows

1) Midterm Exam	15%
2) Final Exam	15%
3) Participation	15%
4) CQ Executive Summary	15%
5) Case Studies	10%
6) AW Presentations	10%
7) MNE Presentations	20%

Grading scale:

A+ = 97-100%; A = 94-96%; A- = 90-93%; B+ = 88-89%; B = 84-87%; B- = 80-83%; C+ = 78-79%; C = 74-77%; C- = 70-73%; D+ = 68-69%; D = 64-67%; D- = 60-63%; F = 59% and below.

NOTE: LATE ASSIGNMENTS ACCEPTED WITH ONE FULL LETTER GRADE REDUCTION FOR EACH LATE DATE.

CQ Executive Summary

You will be required to take and complete the online Cultural Intelligence (CQ) Assessment. It is 66 questions, and should take no more than 30 minutes. But you should be in a quiet place so you can concentrate and put thought into those 66 questions. Upon completion, you will be required to read over, reflect upon, and personally analyze your results. You will then prepare and submit to me an “Executive Summary” to more accurately convey (to both yourself, and me) where **you** believe you stand with regards to each dimension of your CQ. The Executive Summary should be no fewer than four double-spaced pages, not to exceed eight double-spaced pages.

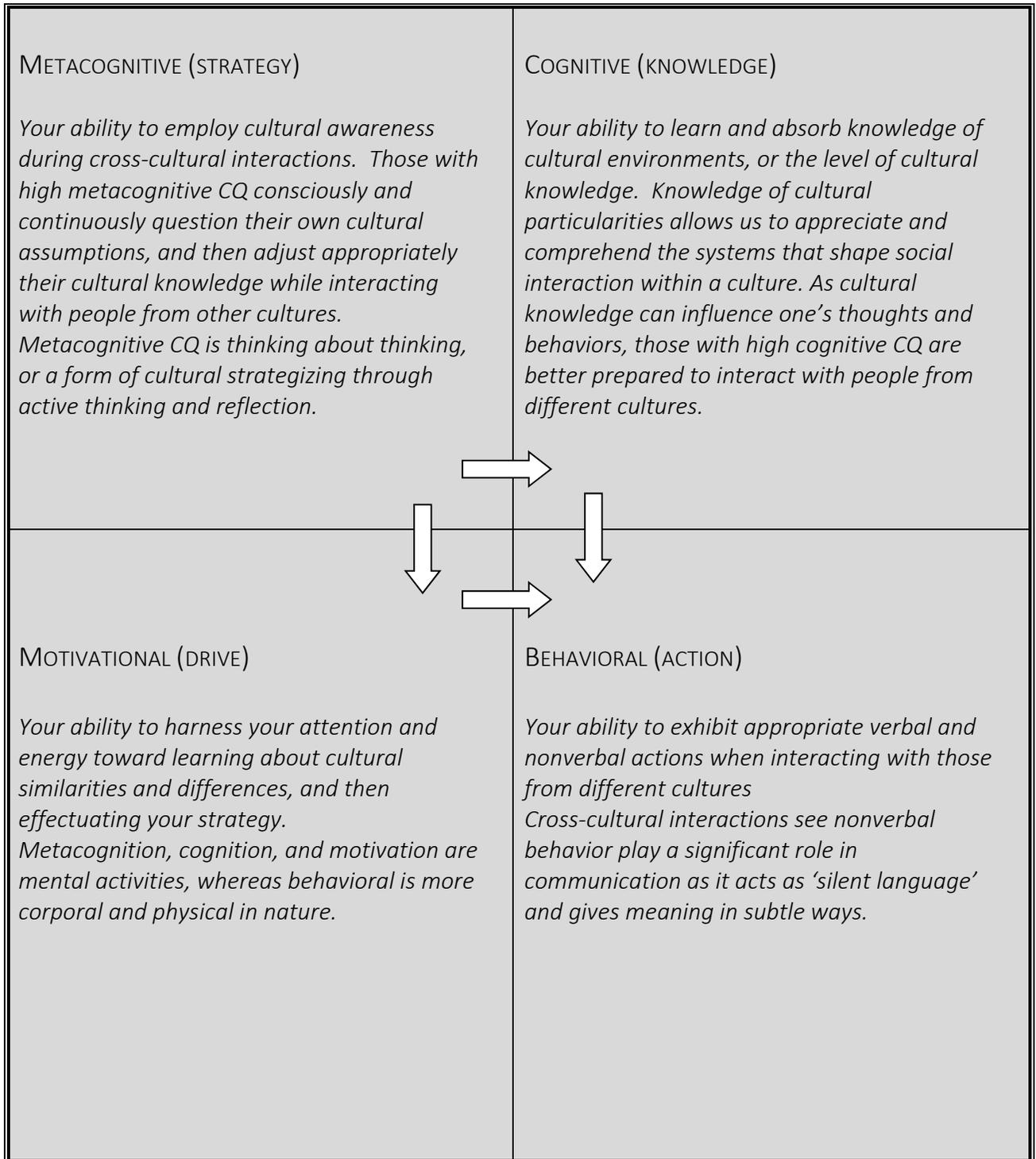
The format is up to you, however, make sure you answer: 1) All five of the Development Plan questions (*it is not necessary to complete “Goals and Action Steps”, 2) Whether or not you agree/disagreed with each section’s results, & 3) Ways in which this assessment might not actually capture your ‘*true*’ Cultural Intelligence level.

Case Studies

We will complete four (4) case studies throughout the class, which are found in the course packet. Each student is responsible for reading the case, and completing and submitting the associated questions. The four cases are:

- 1) Language and Globalization: “Englishnization” at Rakuten (A)
- 2) Strategic Innovation at the Base of the pyramid
- 3) The Expat Dilemma
- 4) International business complexity and the internationalization of languages
 - a. Found at:
<https://login.proxy.seattleu.edu/login?url=http://www.sciencedirect.com/science/article/pii/S0007681311001844>

THE FOUR CQ QUADRANTS



Around the World (AW) Presentation:

Here is a method we'll use to informally teach one another about the culture and environments of various countries. Each student, working as part of a group (3 to 4 members), will introduce the class to the practical side of venturing to a foreign country so that we can be culturally sensitive and aware of what's expected when conducting business in that country. Each student group will make an oral presentation to the class to share information and provide class members with an "info sheet" that can serve as a helpful resource. Areas your group might explore include:

- What's the cultural profile (using the dimensions defined by Hofstede & Trompenaars as a framework, or the more recent findings from the GLOBE Project and how are these cultural dimensions exhibited in business practices? In particular, what cultural dimension of this country or region favors foreign investment?
- What's the political and economic history of the region, and how has that history shaped currently laws and practices?
- What customs and traditions are observed? What's the currency used? How do people dress? What do they eat and drink? What language is spoken?
- How attractive is the region to foreign investment beyond the cultural dimension listed in the first question?
- What U.S. Firms currently conduct business in that country, and what challenges have they met?
- What are the governmental policies to solve the national and global crises in finance and the economy, etc.?

This is just a start – each group should teach the class about the people and their values, the country's institutions and ideologies, and the resultant effect on business practices. Be creative! Perhaps teach us some phrases in the native language(s), bring samples of food, clothing, currency, music, etc. Essentially, your group is conducting a training session to prepare expatriates (your classmates) for an international assignment. You will

be evaluated as a group on the quality of information conveyed as well as your creativity, and also individually for your respective flair. Don't forget you can use the embassy of that country in the U.S. as an important source for accurate and latest information. Your group will be assigned a country, though you may petition me to change if that new country is not already taken.

MNE (Multinational Company) Study Presentations:

To acquire the actual knowledge of global management and global business, to each group of students consisting of 3 to 4 members will participate in the company study of the selected MNE. Your group can choose any kind of MNEs including, for example, the Fortune 500 or 1000 companies of USA and other excellent companies regardless big or small in the global arena. The company study guideline for you is, first, to focus on your interest area out of the research-targeted projects listed as below. Exchange views and information with the other group member's analytical perspectives and research interests. Then, discuss the total view with your all group members to understand the totality of the targeted MNE of your group's selection.

- MNE's corporate history and "corporate brand" strategy in the world market
- Global marketing strategies both in the national and the overseas market
- MNE's ownership strategies (characteristics in shareholding, M&A and other strategic alliances in global business)
- Innovation in technology and changes in organization culture while dealing with global businesses
- Global standardization strategies in the areas of products, manufacturing, financing and management
- MNE's mission statement, and its consistency in founder's philosophy
- Global HR management, HR development and maintenance in MNEs
- MNE's organizational strength, competitive power and government relations
- International business ethics, social responsibility and environment management in

host countries

- Intellectual property protection strategy
- Globally manufacturing products or creating services, and quality control of MNEs
- International finance and accounting, quantitative approach, and risk management
- Globalization of information technology and communication or information management system
- Logistics, supply chain management, purchasing, warehousing and handling in MNEs
- Research and Development, new product development of MNEs
- Global strategy and executives' s philosophy in the future sustainability and growth of MNEs
- Crisis management both in the global and national operation of MNEs
- Any functional or organizational or strategic research topics of MNEs which your group would like to choose after discussions or recommendations

Most importantly, and once the initial framework is presented to the class, you must address the following three (3) critical issues:

1) What is the company's current global strategy/strategies?

2) What is your critical appraisal of this strategy?

3) What are your recommendations for strategic change to meet global challenges? *Be sure to explain why the proposed change(s) in strategy is likely to improve performance.

Date Study Topic Assignment/Presentation

9/21 (#1)	-Course Introduction	
9/26 (#2)	<i>Globalization & Int'l Linkage</i>	Reading Assg: Chp 1 Reading: Becoming a Culturally Intelligent Leader
9/28 (#3)	-Case Study #1 (Language & Globalization) <i>Political, Legal, Technological Environ</i>	Case Study #1 Due Complete Online Cultural Intelligence Assessment (2843=NTAS=0000)
10/3 (#4)	-Guest Speaker: Breezy Griffith, Founder & CEO of Wild Things Skinny Dipped Almonds	Guest Speaker Reading Assg: Chp 2 Group Research Present.: AW: Group #1 AW: Group #2
10/5 (#5)	<i>Culture & its Implications</i>	Reading Assg: Chp 3 Group Research Present.: AW: Group #3 AW: Group #4
10/10 (#6)	<i>Cultural Intelligence & Values</i>	Reading Assg: Chp 4 Group Research Present.: AW: Group #5 AW: Group #6
10/12 (#7)	<i>Ethics & Social Responsibility</i>	CQ Assessment Analysis Executive Summary Due Group Research Present.: AW: Group #7
10/17 (#8)	<i>Int'l Trade Theory</i>	Reading Assg: Chp 5 Group Research Present.: AW: Group #8
10/19 (#9)	<i>Foreign Direct Investment</i>	Reading Assg: Chp 7 Group Research Present.: AW: Group #9
10/24 (#10)	-Case Study #2 (Strategic Innovation at the Base of the Pyramid) -Review for Midterm	Case Study #2 Due
10/26 (#11)	Midterm Exam	Reading Scope: Chs 1-5, 7
10/31 (#12)	<i>Strategy of Global Business</i>	Reading Assg: Chp 8
11/2 (#13)	-Case Study #3 (The Expat	Case Study #3 Due

	Dilemma)	Reading Assg: Chp 8 Group Research Present.: MNE: Group #9
11/7 (#14)	-Guest Speaker: Will Simon, Minor League Equipment Manager, Kansas City Royals -Entry Strategies & Alliances	Guest Speaker Reading Assg: Chp 14 Group Research Present.: MNE: Group #8
11/9 (#15)		Group Research Present.: MNE: Group #7 MNE: Group #6 MNE: Group #5
11/14 (#16)	<i>Global R&D</i>	Reading Assg: Chp 17 Group Research Present.: MNE: Group #4
11/16 (#17)		Group Research Present.: MNE: Group #3 MNE: Group #2
11/21 (#18)	-Guest Speaker: Tanner Humiston, Talent Management & Communications Specialist, Slalom, LLC	Guest Speaker Group Research Present.: MNE: Group #1
11/28 (#19)	-Case Study #4 (International Business Complexity)	Case Study #4 Due
11/30 (#20)	-Final Exam	Reading Scope: 8, 12, 14, 17