International Management

Management 4810
Spring 2010
7:00- 10:00 pm on Mondays

Professor Rabi S. Bhagat
Office Hours:  3:00 to 5:00 p.m. Tuesdays

Course Objectives
In this course, we focus on the significance of international management in the effective execution of various activities in today's multinational and global corporations. The essential idea is to encourage you to examine the relevance of international management issues as they affect the operation of multinational enterprises. The objectives of the class are to help you grasp the significance of:
1) Operational issues in managing a multinational company in the global context,
2) Cross-cultural issues in management and organizations, and
3) Corporate social responsibility in an interconnected world.

We will also analyze a number of cases as well as engage in some experiential exercises in order to fully understand these issues from a managerial and applied perspective.

Required Book

Course Requirements
1. Examination 1, March 22nd (50 multiple choice questions) 25%
2. Examination 2, May 3rd (50 multiple choice questions) 25%
3. Presentation of country reports and written report, April 19th, 26th 40%
4. Meaningful class participation, full attendance in the class 10%

A Total 100%

Grading Method
Your final grade will be based on the above requirements. Meaningful class participation is also valuable. Plus/minus grades will be assigned. For example, students could get A, B+, B, B-, C+, C, etc. It goes without saying that you should come to all of the classes on Mondays. If you miss more than three classes in the semester, then you will lose the 10% that I am allocating for class participation, etc. I understand that due to reasons such as sickness and other unavoidable work related reasons it might not be possible for you to be present at all times, but it is crucial to remember that you are taking this class in order to learn and broaden your understanding of various aspects of international management.

Nature of the Exams
The exams will consist of multiple choice questions only. 90 and over is A, 80 and over is B, etc. The second exam will not be comprehensive. Chapters covered during the first exam will not be included on the second exam. Both the exams will be composed of 50 multiple choice items only. The lectures that I will give in the class and the class discussions form important contexts for preparing for the exams.
**Academic Integrity and Student Conduct:**
Expectations for academic integrity and student conduct are described in detail on the website of the Office of Student Judicial and Ethical Affairs ([http://saweb.memphis.edu/judicialaffairs](http://saweb.memphis.edu/judicialaffairs)). Please take a look, in particular, at the sections about “Academic Dishonesty,” “Student Code of Conduct and Responsibilities,” and “Disruptive Behaviors.” I will expect students to be aware of these guidelines and to conduct themselves accordingly.

**Report on a Country**
Each group in the class will be required to present a detailed report of a country from the following list:
1. U.S.
2. Japan
3. China
4. India
5. Brazil
6. Russia
7. Germany

This report will consist of a description of the economic and historical background of the country after World War II. It should also include a report on the function of a major, multinational/global company in the country. For example, from the US, you could choose General Motors, Microsoft, FedEx of Memphis, Coca-Cola Company of Atlanta, etc. The report on China should be concerned with the historical revolution of the current Chinese emphasis on economic growth and globalization. Companies such as Lenovo or others should be covered in your report. The total length of the report should be around 20-25 pages.

The country reports should be written by the combined efforts of all of the members of your group. Everyone is expected to contribute equally to the class presentation and the written report. The various materials used in the report which you will find from the Internet and various web sites should be included in a separate folder and submitted on the day of presentation in class. I will be available during my office hours to guide each of the groups in preparing their reports.

**Rules of Conduct**
This class will begin promptly on time. It is essential that you do not come late because it becomes difficult to conduct the session when students come late. All students are expected to follow the honor code of the University of Memphis. Make up exams will be given only in cases of extreme emergencies. It is only fair to others in the class that make up exams are not given without proper evidence of emergencies.

I have been rather impressed with students’ compliance with these above rules in the past years, and I expect that you will continue to abide by the above guidelines.
COURSE OUTLINE

January 25th: Understanding the Nature of International Business and International Management; Phatak, Bhagat & Kashlak, Chapters 1 and 2

February 1st: Phatak, Bhagat & Kashlak, Chapter 3. We will discuss issues of political, legal and global institutional environment for conducting international business operations.

February 8th: Cultural Variations in International Business and Management (Session 1): Phatak, Bhagat & Kashlak, Chapter 4.

February 15th: Cultural Variations in International Management (Session 2) Phatak, Bhagat & Kashlak, Chapter 4. Discussion of the mini case on pages 142 – 145.

February 22nd: Presentations of the country report outlines: I will provide guidance and feedback on the approaches that you are adopting. These presentations are not meant for evaluation purposes but for providing you with helpful guidance in preparing good reports on the countries

March 1st: International Strategic Management, Chapters 5, 6 and 7 from the Phatak et al book (session 1). Case discussion on Tommy Hilfiger in India, page 244. Also we will discuss the management strategies at the Target Corporation headquartered in Minneapolis, Minnesota.

March 8th – March 14th: Spring Break (No Classes)

March 15th: Managing Technology Transfer and Knowledge Management Processes: Chapters 8, Phatak et al book. We will discuss one case on the crucial importance on managing knowledge in global organizations. This case on IBM is to be found at the end of Chapter 8.

March 22nd: Exam 1 will be based on all of the chapters covered from the beginning of the semester including Chapter on Technology Transfer and Knowledge Management Processes. 7:10 PM – 9:30 PM. Exam will consist of multiple choice, 50 questions. You need to get over 90 to get an A, and over 60 to get a D.


April 5th: Motivating and Leading Across Borders and Cultures: Chapter 11 from the Phatak et al book. The concept of works centrality will be discussed very thoroughly and you should study this chapter in great depth to get a better appreciation of how people in different cultures get motivated to perform their work roles in organizations.

April 12th: International Human Resources Management: Phatak, Bhagat & Kashlak Chapter 12; Also issues from the remaining two chapters will discussed. These issues primarily cover International Business Ethics and Corporate Social Responsibilities.

April 19th: Presentations from First Set of Groups. First set of groups will make their presentations on April 19th.
April 26th: **Presentation from Second Set of Groups.** The remaining groups will make their presentation Monday of this week.

May 3rd: **Second Examination:** 50 multiple choice exam. This second exam will consist of all of the material covered in the book and in my lectures after the first exam from 7:10 pm – 9:30 pm.

**Note:** Some selected exercises and case analyses from our book will be conducted throughout the semester. You should read the assigned chapters very carefully before coming to the class and then follow my lectures in an attentive fashion. If you happen to miss any of the classes I do not need for you to report to me the reasons for you missing the class. The power points of the chapters are available on my umdrive on the University of Memphis server.

**Final thoughts:**
I have designed a course which is not only interesting but also reflective of various trends in international business environment. Knowledge of international management and business issues should help you in the future. The world of business is becoming highly interconnected and global. You should study the chapters of my book on a regular basis so that you can be prepared to understand the concepts of the other chapters that follow. We will be covering quite a few important concepts such as economic globalization, culture shock, tacit knowledge, etc. I will provide plenty of examples to make the concepts very clear but if you come prepared after reading the chapter before my lecture, you will be better prepared to learn more effectively.

Good luck to all of you and let us have an enjoyable semester.