

## **GSBA 532 International Comparative Management Summer 2008**

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**Course Description:** This course discusses the differences and similarities among management systems in various cultures to provide the tools necessary to manage, negotiate and market successfully in a global environment. These management systems will be examined by emphasizing cultural understanding and communication within the context of various economic, political, and historical developments of the various countries and regions of the world. This will prepare managers to recognize the different values and cultural factors in the international business community and how these shape and determine management behavior. Problems and opportunities of transferring management practices from one culture to another will be addressed. This highly participatory course will consist of traditional lectures, individual and group exercises, and case studies.

### **Course Learning Objectives**

Upon completion of this course you will be able to:

- recognize, appreciate and articulate one's own cultural values
- demonstrate an understanding of how managerial assumptions (in terms of perception, communication, leadership, planning, motivating, negotiation strategies, group orientation, etc.) and attending practices are influenced by culture
- critically assess how management practices affect and are effected by the cultural environment
- demonstrate cultural adaptability in developing business practices appropriate for the cultural context
- identify patterns of management practices in various regions of the world
- recognize and analyze the cultural components of organizational problems based on culturally synergistic approaches to management

### **Required Materials:**

All readings are posted within WebCT except the four below that must be purchased directly from Harvard Business School Publishing and Ivey Publishing

#### **Harvard Business School Publishing:**

<http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c65438>

- David Shorter/Bob Chen and Johannes van den Bosch Sends an Email. (HBS, IMD091)
- Silvio Napoli at Schindler India (A) HBS 9-303-086

#### **Ivey Publishing: <http://cases.ivey.uwo.ca>**

- Roaring Dragon Hotel (Ivey, 9B08M004)
- Medical Equipment Inc. in Saudi Arabia (Ivey, 9B07C042)

## Assignments and Grading

Cases and participation (individual and team)	75%
Final exam (individual)	25%

**Participation:** (chat sessions, bulletin board discussions, in class, company visits, and guest lectures): The quality of the class and your learning experience is dependent upon both the student's and the professor's preparation and participation. Please note that contribution is not equivalent to the quantity of contribution. The quality of what is said and the quality of one's listening and responsiveness to others are also important components for the evaluation of class participation.

**Case analyses:** Five cases are assigned. These cases are due on June 16, 23, 25, and July 1 and 3. With all of the cases (individual and team), discussion questions will be given to direct the case discussion and to help you identify some issues from the case. However the format for writing up the case analysis does not consist of directly answering the questions. The required executive summary format for writing up the cases is:

- **Introduction:** A brief, one paragraph, description of the major issues presented in the case. This should include any economic, political, market or competitive issues. It may include organization issues, technical issues, financial issues, ethical issues, policy considerations, etc.
- **Problem Statement:** A specific statement of the problem or issue, usually not to exceed two sentences. Remember this is not a question, but a statement of the problem.
- **Analysis and Alternative:** This is the most critical component of the summary. Readings, frameworks, class presentations, etc. must be used to analyze (not merely describe) the critical issues in the case. The analysis should serve as the foundation for alternatives and recommendations. Possible alternative solutions to solve the problem should be given. These should be based upon the analysis and should be distinct from one another. Briefly note the advantages and disadvantages of each alternative.
- **Recommendations:** Based upon the analysis, a specific recommendation must be made. Explain your recommended strategy, why you selected that particular one and how it solves the problem. Be sure that your recommendation can be supported by the analysis.

Note: For each case, either the team or individual case, concentrate your assessment of the issues and do not restate the facts of the case that have already been stated by the author. We are interested in your ideas. Make reasonable assumptions if necessary, being specific and quantitative if appropriate. They will be graded on the basis of 0 - 100 points for each case:

100 - 96 points	Insightful recommendation
95 - 90 points	Good specific recommendation
89 - 86 points	Good general recommendation - but not specific
85 - 80 points	Only the most obvious alternative discussed - alternatives not examined
79 - 75 points	Deals with only part of the problem
74 - 70 points	Vague and doesn't deal with the real issue
70 < points	Misses the point of the case entirely

**Final Exam:** A short-answer essay question exam that will integrate the reading material, cases, and discussions as they relate to issues on international comparative management. This exam is to be completed on an individual basis and taken in class on July 4. You can use your readings, notes, and additional course materials to answer the questions.

Summary of Assignment Schedule: The table below contains the due dates for the course deliverables described above. On-Line discussion dates are also included since your participation in these activities will contribute to your overall course grade.

Deliverable/Activity	Required Submission Date
Individual Case ("Johannes Van Den Bosch Sends an Email") – submit via course web page	June 16, 2008
Individual Case ("Roaring Dragon Hotel ") – submit in class	June 23, 2008
Team Case ("Walmart's German Misadventure ")	June 25, 2008
Team Case ("Medical Equipment Inc. in Saudi Arabia")	July 1, 2008
Team Case ("Silvio Napoli at Schindler India)	July 3, 2008
Individual Final Exam	July 4, 2008

All deliverables should be submitted no later than the scheduled class time on the dates indicated.

During the distance-learning portion of the course, participation in bulletin board discussions will be on-going. You are expected to sign in and contribute several times during the discussion period. Be sure to make your own comments on the subject as well as comment on the remarks made by your classmates. Specific questions will be posted or assigned. However, you are strongly encouraged to generate your own discussion.

TENTATIVE CALENDAR

Date	Content/ Topics	Objectives	Activities/Assignments
Session 1 On-Line June 3 8AM PST	Course introduction	<ul style="list-style-type: none"> <li>• Be introduced to some of the different economic environments facing businesses strategies and trade operations around the globe</li> <li>• Visualize a new map of the world</li> <li>• Compare countries and companies in terms of the new economy</li> <li>• Recognize the influence of culture on our perceptions, interpretations, and resulting attitudes</li> <li>• Identify some of the important ways that perceptual effects can be manifested in our interactions with those from different cultures</li> </ul>	<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Go on line, take the Cultural Perspectives Questionnaire  <a href="http://www.imd.ch/research/projects/C_PQ.cfm?bhcp=1">http://www.imd.ch/research/projects/C_PQ.cfm?bhcp=1</a></li> <li>• Take the “Culture Quiz” located in “assessments” in the course web page (just for fun)</li> </ul> <p><b>On-Going Activity/Assignment:</b>            Participate in Discussion Board topic after viewing the hour-long video the Culture of Commerce (posted in course web page)            Discussion board will close on June 20.</p>
Session 2 On-Line June 16 8AM PST	Provide the framework to define the meaning of culture	<ul style="list-style-type: none"> <li>• Classify and distinguish cultures along several dimensions Examine the many places where culture can be present</li> <li>• Evaluate how these differences can create competitive advantage for management</li> <li>• To examine characteristics of global leaders</li> <li>• To stimulate cultural awareness</li> <li>• To examine the work of Kluckhohn &amp; Strodtbeck, Hall, Hofstede, Trompenaars</li> <li>• To use cultural frameworks to examine one’s own and other cultures</li> </ul>	<p><b>Read:</b></p> <ul style="list-style-type: none"> <li>• DiStefano, “Perspectives for Managers...”</li> <li>• Trompenaars, “Resolving International Conflict...”</li> <li>• Hampden, “Cross Cultural Quadmire...”</li> <li>• Background on History and Culture of Mexico</li> <li>• Hofstede, “Cultural Constraints in Management Theories”</li> </ul> <p><b>Review</b></p> <ul style="list-style-type: none"> <li>• Various dimensions of Hofstede:  <a href="http://www.geert-hofstede.com/">http://www.geert-hofstede.com/</a></li> <li>• Summary of some of the "cultural frameworks"</li> </ul> <p><b>Activity:</b></p> <ul style="list-style-type: none"> <li>• Take the “Test-Yourself” located in “assessments in the course web page”</li> </ul> <p><b>Case:</b> David Shorter/Bob Chen and Johannes van den Bosch Sends an Email. (HBS, IMD091)</p>
Session 3 June 23 2PM	Culture and strategy	<ul style="list-style-type: none"> <li>• Evaluate how national/regional culture impacts strategy</li> <li>• Evaluate the extent upon which different approaches to strategy, different ways of thinking about strategy, reflect different cultural assumptions</li> <li>• Identify the sources of cross-cultural management problems in a multinational corporation</li> </ul>	<p><b>Read:</b></p> <ul style="list-style-type: none"> <li>• Trompenaars, “A new Framework for Managing Change”</li> <li>• Background on History and Culture of China</li> </ul> <p><b>Case:</b>            Roaring Dragon Hotel (Ivey, 9B08M004)</p>

		<ul style="list-style-type: none"> <li>To study how problems arising from cross-cultural differences can be managed and resolved by adopting appropriate systems and procedures</li> <li>To study how an organizational culture and national culture can interact to explore the key success factors in the process of developing local capability as a part of the firm's strategy</li> </ul>	
Session 4 June 25 3PM	Strategy continued and International Human Resource Management	<ul style="list-style-type: none"> <li>Discussion of issues of human resource management, including hiring, motivating, retaining, etc. in a cross-cultural context.</li> </ul>	<b>Read:</b> <ul style="list-style-type: none"> <li>Culture and History of Germany</li> </ul> <b>Case:</b> Walmart's German Misadventure
Session 5 July 1 3PM	International ethics and social responsibility.	<ul style="list-style-type: none"> <li>Interpret major perspectives on ethics in international management</li> <li>Identify cross-national differences in ethical perspectives</li> <li>Start developing guidelines for making decisions in difficult situations that are ambiguous with regard to their outcome and that have ethical and legal implications</li> </ul>	<b>Read:</b> <ul style="list-style-type: none"> <li>Theobald, "Should the Payment of Bribes Overseas be made Illegal?"</li> </ul> <b>Case:</b> Medical Equipment Inc. in Saudi Arabia (Ivey, 9B07C042) <b>Activities:</b> Discussion of the International Transparency Index, Lecture: the causes and cost of corruption
Session 6 July 3 3PM	Characteristics for the successful international manager  Women in Management	<ul style="list-style-type: none"> <li>Examine which skills and competencies are needed by international managers.</li> <li>Propose which type of personal histories, characteristics, or work experience predispose managers to deal with diversity.</li> <li>Select strategies to manage operational cultural differences more effectively.</li> <li>To discuss cultural differences and the selection of women for overseas and managerial assignments</li> </ul>	<b>Read:</b> <ul style="list-style-type: none"> <li>Earley, "Cultural Intelligence"</li> <li>Kumar, "Negotiating with the complex, imaginative Indian"</li> </ul> <b>Case:</b> Silvio Napoli at Schindler India (A) HBS 9-303-086
Session 7 July 4 3PM	Evaluation and review	Review and assessment	<b>Final Exam</b>

**Course Instructor:** Denise Dimon is the Director of MBA Programs and the Ahlers Center for International Business at the University of San Diego. She obtained a Ph.D. and M.S. in Economics from the University of Illinois at Urbana-Champaign and a Masters in International Management from the University of Denver. Dr. Dimon, a Professor of Economics and International Business, has been a Fulbright Scholar in Argentina and Uruguay, a Distinguished Visiting Professor at the Graduate School of Business Administration and Leadership of the Tecnológico de Monterrey (EGADE-ITESM), Monterrey, Mexico, a Visiting Professor at ESC Reims, France, Universite Robert Schuman, ICES, Strasbourg, France. She has held positions at numerous institutions as a visiting scholar. Dr. Dimon has worked with several international organization on consulting and educational programs.

She has published many articles and is Co-Editor of the *Latin American Business Review*. Additionally, she is Co- Director of the Latin American Network (an internet-based publishing service for the SSRN providing abstracts of research papers and professional announcements worldwide). She was selected Women of the Year 2001 by the Women in International Trade (WIT, San Diego) and recognized as one of the top 25 outstanding Women Business Leaders in San Diego (*San Diego Business Journal*). She is currently serving as the President of the Business Association of Latin American Studies (BALAS).