

SEMESTER AT SEA COURSE SYLLABUS

Voyage: Spring 2014

Discipline: Commerce

Course Title: SEMS3500-102 International Management

Faculty Name: Paul Harvey

COURSE DESCRIPTION:

The purpose of this course is to provide students with an understanding of management theory and practice from an international, cross-cultural perspective. Students will develop a heightened awareness of management philosophies and practices that reflect a global, as opposed to North American, perspective. To achieve this objective, the course will focus on three aspects of cross-cultural management: the influence of culture on behavior, the management of individuals in or from different cultures (with a particular emphasis on the cultures we are visiting this semester), and emerging trends in the study of international management.

Course material will be communicated primarily through textbook readings, case analyses, and class discussion. The case analyses will serve a central role in your learning as they will require you to think critically about culture-driven workplace dilemmas while applying the knowledge of managerial theory and cultural differences you obtain from the textbook and class discussions.

COURSE OBJECTIVES:

By the end of the course, students should:

- Understand the cultural dimensions of collectivism/individualism, power-distance, uncertainty avoidance and time orientation and understand how these characteristics impact behavioral norms in the workplace
- Be aware of the cultural limitations of many contemporary theories of leadership and motivation
- Be aware of mistakes commonly made by expatriate managers and how to avoid them
- Understand how to prepare themselves for a global career

REQUIRED TEXTBOOKS:

AUTHOR: Dean McFarlin and Paul Sweeney

TITLE: International Organizational Behavior

PUBLISHER: Routledge

ISBN #: 9780415892568

DATE/EDITION: 1st edition

AUTHOR: Anita Ollapally and Asha Bhandarker

TITLE: HR as Transformation Partner in Maruti Suzuki India Ltd.

PUBLISHER: Harvard Business School

ISBN #: NA

DATE/EDITION: 2011 (available through UVA bookstore or online - hbsp.harvard.edu/product/cases)

AUTHOR: D.G. Allampalli and Hesam Ahmad Quazi

TITLE: Singapore International Airlines – Moving to a Flexi-Wage System During Volatile Times

PUBLISHER: Harvard Business School

ISBN #: NA

DATE/EDITION: 2009 (available through UVA bookstore or online - hbsp.harvard.edu/product/cases)

AUTHOR: Esther Scott and Hannah Riley Bowles

TITLE: Aung San Suu Kyi: "Icon of Hope" in Burma (A and B)

PUBLISHER: Harvard Business School

ISBN #: NA

DATE/EDITION: 2003 (available through UVA bookstore or online - hbsp.harvard.edu/product/cases)

COURSE OUTLINE

B1- January 13: Course Introduction

B2- January 15: Culture and Management

Readings:

- **Textbook chapter 1**
- **Textbook chapter 2**
- **Cultural Constraints in Management Theories**

Key questions:

- What is culture?
- How do international management practices often differ from those in the U.S.?
- What is the practical value in studying international management?

January 17: Hilo

B3- January 18: Communication Challenges

Reading: Textbook chapter 3

Key questions:

- What is the basic communication process and how does culture influence it?
- What are the most common verbal communication styles?
 - How does their use differ across cultures?
- What is non-verbal communication and how does its use differ in Asian cultures vs. the U.S.?
- How can perceptual biases complicate communication across cultures?

B4- January 21: Managing Cross-Cultural Groups and Teams

Reading: Textbook chapter 4

Key questions:

- How do different cultures vary in their use of group/team-based organizational structures?
- How do groups develop? How can culture affect these development processes?
- What are the advantages and disadvantages of cultural diversity in groups?
- How do cultural differences impact the likelihood of groupthink and social loafing in groups?

B5- January 23: Managing Cross-Cultural Groups and Teams

Reading: Textbook chapter 7

Video and discussion: Gung Ho (Part 1)

B6- January 26: Leadership Around the World

Readings: Textbook chapter 6

Video and discussion: Gung Ho (Part 2)

Key questions:

- How have American and Japanese managers traditionally differed in their leadership styles?
- How have underlying cultural differences promoted these managerial differences?
- How can expatriate managers be trained to avoid the problems seen in Gung Ho and in other cases we have studied?

B7- January 28: Managing Cross-Cultural Transitions

Case Presentation - Yutaka Nakamura: A Foreigner In His Native Land

January 29-February 3: Yokohama, Transit, Kobe

B8- February 05: Motivation in Individualistic vs. Collective Cultures

Reading: Textbook chapters 5 and 10

Key questions:

- How do many contemporary motivational theories reflect an American cultural perspective?
- Why do practices based on these theories often fail or underperform in other cultures?
- How does culture influence the effectiveness of different intrinsic and extrinsic rewards?
- How can managers from individualistic cultures avoid violating cultural norms when managing in collective cultures?

February 6-11: Shanghai, Transit, Hong Kong

B9- February 13: Exam 1

February 14-19: Ho Chi Minh City

B10- February 21: Case Presentation - Singapore International Airlines – Moving to a Flexi-

Wage System During Volatile Times

February 22-23: Singapore

Independent field assignment option #1 (see pp. 6-7 for details)

B11- February 26: Case Presentation - Aung San Suu Kyi: "Icon of Hope" in Burma

February 27-March 4: Rangoon

B12- March 6: International Human Resource Management

Reading: Textbook chapter 9

Reading: Conscience or the Competitive Edge?

Key questions:

- How do laws and practices relating to labor relations differ around the world?
- How do laws and practices relating to employee health and safety differ around the world?
- How do laws and practices relating to employee compensation differ around the world?
- In *Conscience or the Competitive Edge?*, what cultural conflicts arise in the British firm's use of Indian factories?

B13- March 8: Case Presentation - HR as Transformation Partner in Maruti Suzuki India Ltd.

March 9-14: Cochin

Independent field assignment option #2 (see pp. 6-7 for details)

B14- March 16: International Human Resource Management

Video and discussion: Human Resources (part 1)

B15- March 18: International Human Resource Management

Video and discussion: Human Resources (part 2)

March 21: Port Louis

B16- March 22: Collaboration in Multi-National Groups

Reading: Textbook chapter 8

Key questions:

- How do decision-making processes differ across cultures?
- How do these differences promote group conflict?
- How can managers effectively reduce this form of conflict in multi-national groups?

B17- March 24: Collaboration in Multi-National Groups

Reading: The Careless Collaborators

B18- March 27: Case Presentation - Colgate Palmolive in Post-Apartheid South Africa

March 28-April 2: Cape Town

B19- April 4: When Organizational Culture and National Culture Collide

Readings:

- **Managing a diverse work force in Indonesia**
- **West Indies Yacht Club Resort: When cultures collide**

B20- April 6: Managing a Global Career

Key questions:

Reading: Textbook chapter 11

- What is work-family conflict?
- How can the expatriate lifestyle exacerbate this form of stress?
- How can expatriate families reduce work-family conflict while adapting to a foreign culture?

B21- April 9: Managing a Global Career

Reading: Textbook chapter 11

- As a student, what can you do to prepare for a successful global career?
- What pitfalls have expatriates (particularly from the U.S.) often encountered and how can these be avoided?

April 10-14: Tema

B22- April 16: Class Discussion of independent field assignments

B23- April 18: TBA

B24- April 21: Summary and Review

April 23-27: Casablanca

B25- April 29: B Day Finals

FIELD WORK

FIELD LAB – FEBRUARY 6

This field lab consists of a tour of General Motors' Shanghai plant to observe the manufacturing process and to discuss differences in working styles and management practices between the Shanghai plant and those seen in other GM plants in different cultures, such as those in the US. A primary focus of the lab will be on the impact of collectivism vs. individualism in manufacturing processes and management.

FIELD ASSIGNMENTS

Primary Field Assignment. All three field lab proposals involve exposing students to the manufacture of products that use fairly standard manufacturing techniques but are expected to differ from their U.S. equivalents in their structure and management techniques as a result of the relatively collective, high power distance cultures they are located within. After the field lab, students will be asked to complete a written assignment in which they must identify a minimum number of characteristics (~3-5) that they would expect to differ in a similar U.S. plant. For each of these differences, students will be asked to write a roughly one-page summary of why, based on course material, they believe that each difference exists (i.e., what cultural characteristics and norms is it compatible with). Grading will be based on the extent to which these explanations are grounded logically in course material and the extent to which the observed differences are truly reflective of cultural differences.

Independent Field Assignments. Students will be required to complete two interactive field assignments out of the following three choices on their own during their stops in ports:

- **Assignment Option 1** – Singapore: Singapore is unique in that it represents the influence of many different cultures simultaneously, as evidenced by the near-ubiquity of English that you will notice here and the foods from all over the world served in restaurants. As such, Singaporean businesses encounter customers with a vast array of ideas concerning what constitutes “good” service in their home cultures. This is particularly true at restaurants (e.g., Americans don’t expect to have to ask for the check, Europeans often feel rushed if the check is given to them before they ask, etc). During one of your restaurant visits (preferably not a busy time!), ask your server for one or two pieces of “advice” about how they cater to so many different cultures without offending or upsetting anyone. A written summary of what you learn will be due in class on Feb 28.
- **Assignment Option 2** – Cochin and Kobe: This assignment requires you to draw comparisons between the organizational forms associated with two different sports. In doing so, your goal is to observe how the structure and management of athletes in these sports is shaped by culture, much as the structure and management of business organizations often are. The two sports examined here are also somewhat unusual in that, in some ways, they seem out of place in these cultures. As such, you should also seek to understand how these sporting organizations differ from the dominant cultures of their countries and what might account for these differences. Written assignment due March 18.
 - Cricket is hugely popular in India and other parts of the world despite being almost completely unknown in the U.S. While in Cochin, look at newspapers and talk to locals to learn as much about this sport as you can. While doing this, try to gain an understanding of how a cricket team is organized, how the players work together, and how the teams are managed/coached. Based on our class discussions, identify 2-3 colonial cultural influences India has experienced that might explain why this sport, arguably the most individualistic team sport outside of baseball, is so popular in this relatively collectivistic culture.
 - Although primarily thought of as an American sport, baseball has become one

of the most popular sports in Japan. As with the previous example, this is a case of an individualistic team sport being very popular in a relatively collective culture. While in Kobe, try to gain an understanding through conversations and observations of why the locals enjoy baseball. What unique elements of Japanese collectivism discussed in class help to explain this appreciation for a sport that utilizes this relatively individual-oriented team structure?

- **Assignment Option 3** – Any two ports: If chosen, this assignment will be due during the final scheduled class. Find advertisements for products or for employment opportunities in two different ports (i.e., one from each) that would clearly violate a social norm in your home culture. Using the cultural dimensions discussed in class and any other knowledge you have about the local cultures, explain why these advertisements are acceptable in these countries. Next, compare the two advertisements and evaluate the extent to which the ad from Country A would be acceptable in Country B and vice versa. Note that the ads must be clearly consistent with local norms and laws. Ads for illegal products, for instance, would not work. The ads do not have to be in English as long as the message being communicated is clear.

METHODS OF EVALUATION / GRADING RUBRIC

Exams: 50% (25% each)

Primary field lab assignment: 20%

Group case presentations: 15%

Independent field lab assignments: 10% (5% each)

In-class exercises: 5%

Exams: Two exams will be given, consisting primarily of essay-based and short-answer questions.

Group case presentation: At the beginning of the semester, students will be placed in groups and assigned one of the case studies noted in the class schedule above. Although all students will be required to read these cases, each group will present their own unique analysis of the cases.

Field lab assignment: See above

Independent field lab assignments: See above

In-class exercises: Several individual and group exercises will take place during class throughout the semester to help illustrate important course concepts. These are graded primarily on the completeness of the written summaries students are asked to submit after each exercise.

RESERVE LIBRARY LIST

AUTHOR: Nancy J. Adler and Allison Gunderson

TITLE: International Dimensions of Organizational Behavior

PUBLISHER: Cengage Learning

ISBN #: 9780324360745

DATE/EDITION: 5th edition

ELECTRONIC COURSE MATERIALS

AUTHOR: David T. Bealy

ARTICLE/CHAPTER TITLE: Colgate Palmolive in Post-Apartheid South Africa

JOURNAL/BOOK TITLE: Cases in International Organizational Behavior (ISBN: 978-0-631-21127-3)

DATE: 1998

PAGES: 136-142

AUTHOR: J. Stewart Black

ARTICLE/CHAPTER TITLE: Yutaka Nakamura: A Foreigner In His Native Land

JOURNAL/BOOK TITLE: International Organizational Behavior

VOLUME: 2nd edition

DATE: 2005

PAGES: 543-549

AUTHOR: Geert Hofstede

ARTICLE/CHAPTER TITLE: Cultural Constraints in Management Theories

JOURNAL/BOOK TITLE: Academy of Management Executive (academic journal)

VOLUME: 7

DATE: 1993

PAGES: 81- 94

HONOR CODE

Semester at Sea students enroll in an academic program administered by the University of Virginia, and thus bind themselves to the University's honor code. The code prohibits all acts of lying, cheating, and stealing. Please consult the Voyager's Handbook for further explanation of what constitutes an honor offense.

Each written assignment for this course must be pledged by the student as follows: "On my honor as a student, I pledge that I have neither given nor received aid on this assignment." The pledge must be signed, or, in the case of an electronic file, signed "[signed]."