

INTERNATIONAL MANAGEMENT – SECTION 2

Voyage: Fall 2013

Discipline: Commerce

Upper Division: (SEMS 3500-502); 08:00-9:15 – B days

Faculty Name: Charlene A. Dykman, Ph.D.

PREREQUISITES

This course is appropriate for students pursuing any academic major. Students enrolled should have an interest in understanding the effective and ethical management of international organizations. Basic understanding of economics and management theories will be helpful, although not required.

COURSE DESCRIPTION

The purpose of this course is to provide the student with a foundation in the understanding of the impact of cultural variations on managerial practices within global organizations. Topics include cultural variations in organizational strategy, motivating employees, leadership styles, group dynamics, and managerial direction and control. Political and economic risk and human resource implications are addressed. This course utilizes lecture, case studies and/or experiential assignments in addition to readings.

COURSE OBJECTIVES

Upon successful completion of this course, you will be able to

- Work effectively within a team to develop and present a problem analysis and recommendations for a specific international organization through case study analyses.
- Utilize various resources to analyze specific international organizational situations to support effective decision making.
- Demonstrate understanding of the major Management dilemmas that arise when working internationally and develop successful approaches for addressing these dilemmas.
- Identify and address various perspectives regarding ethics when working internationally.

REQUIRED TEXTBOOKS

AUTHOR: Helen Deresky

TITLE: International Management: Managing Across Borders and Cultures, Text and Cases

PUBLISHER: Prentice Hall

ISBN-10 #: 0-13-306212-0 or ISBN-13# 978-0-13-306212-0

DATE/EDITION: 2014- 8th Edition (International Edition works fine and is much less expensive)

AUTHOR: Marc Levinson

TITLE: The Box

PUBLISHER: Princeton University Press

ISBN-10#: 0691136408 or ISBN-13# 978-0691136400

DATE: 2008

ON RESERVE IN THE LIBRARY

Publication Manual of the American Psychological Association – referred to as APA 6th Edition in this syllabus.

REQUIRED VIDEOS FOR THIS CLASS

These movies are available through the closed circuit system on the TV in your room. Please view them

prior to the date for class discussion about each of the movies.

- On the Waterfront (Port Management and Labor Issues – discussed on 10/7)
- Gung Ho (Intercultural Conflict Issues – discussed on 11/29)

TOPICAL OUTLINE OF COURSE

This course in International Management will be taught through the lens of our “Port Experiences” on this Semester at Sea voyage. By “Port Experiences” we don’t mean the visits to different countries and cities within those countries. We are focused on the shipping and transportation “Ports” themselves. There will be focused discussion of the role of shipping containerization in shaping the global economy which we all enjoy today. Ports and their operations, their strategic impacts on the host country, the composition of their work force, the structure of their managerial hierarchies, their human resources practices, and other related aspects of Port Management provide a useful framework for understanding all elements of International Management. Ports and their operations are businesses and they are comprised of people, managers, employees, and all sorts of stakeholders. Ports have their share of politics and power struggles. Conflicts and negotiations are part of the mix at all Ports. Teamwork is essential for a successful Port operation, as is Leadership. Ethical decision making, performance management, and constant change are all challenges faced by Ports. Culture and cultural differences are major elements of the study of International Management and it is obvious that cultural understanding has a deep and important connection for all of us on the Semester at Sea. Ports provide opportunities for rich experiences as the theories we discuss during class come to life during visits to the various ports. While covering numerous topics that one finds in the study of International Management, we will also discuss each port operation prior to our arrival, record our experiences at the port itself in a reflective journal, and then review what we have learned about that particular port operation after we have departed the port. Our Field Lab in this class will include on in-depth study of one port, including interviews with port management, visits to port facilities, review of port documentation, observation of port activities etc.

SCHEDULE

Assignments of topics, exams, case study presentations, and other activities	Due dates
Introductions and Course Overview Overview of Porter’s Five Forces and Value Chain Analysis Models Discussion of Port of Southampton Review of insights from Port of Southampton Discussion and preparation for Port of St. Petersburg	B1 - 8/27
Visit to St. Petersburg	8/29 thru 9/1
Ch. 1 (Deresky) – Assessing the Environment – Political, Economic, Legal, Technological Ch. 1 (Levinson) – The World the Box Made Review of insights from Port of St. Petersburg	B2 - 9/2
Ch. 2 (Deresky) - Managing Interdependence: Social Responsibility and Ethics Ch. 2 (Levinson) – Gridlock on the Docks Discussion and preparation for Port of Hamburg Assignment to Teams – Distribution of Port Field Lab and Field Assignment Questions	B3 - 9/4
Visit to Hamburg	9/5 thru 9/8

Ch. 3 (Deresky) – Understanding the Role of Culture Ch. 3 (Levinson) - The Trucks Review of insights from Port of Hamburg Discussion and preparation for Ports of Antwerp and LeHavre	B4 - 9/10
Visits to Antwerp and LeHavre	9/12 thru 9/14 (Antwerp) 9/15 thru 9/16 (LeHavre)
Ch. 4 (Deresky) – Communicating Across Cultures Ch. 4 (Levinson) – The System Review of insights from Ports of Antwerp and LeHavre	B5 -9/17
Discussion and preparation for Port of Dublin	B6 - 9/19
Visit Dublin	9/21 thru 9/23
Chapter 5 (Deresky)–Cross-Cultural Negotiation and Decision-Making Ch. 5 and 6 (Levinson)-The Battle for NY’s Port and Union Disunion Review of insights from Port of Dublin Discussion and preparation for Ports of Lisbon and Cadiz Discussion and preparation for Port of Casablanca	B7 -9/25
Visit Lisbon In-Transit Visit Cadiz	9/27 thru 9/28 9/29 9/30 thru 9/31
No Class: Study Day/Conferences	10/2
Visit Casablanca	10/3 thru 10/6
Review of insights from Port of Casablanca Discussion of <u>On the Waterfront</u> Movie Preparation for case study presentations	B8 - 10/7
Case Study presentations (Alpha and Beta Groups) Blackberry in International Markets: Balancing Business Interests and Host Nation’s Security Concerns. Case #2 in the Deresky text – (Page PC1-3)	B9 - 10/9
No Class: Study Day	10/10
Case Study Presentations (Gamma and Delta Groups) Google’s Orkut in Brazil: What’s So Social About it? Case #3 in the Deresky text – (Page PC2-1)	B10 - 10/12
Ch. 6 (Deresky) – Formulating Strategy Ch. 7 and 8 (Levinson) Setting the Standard and Takeoff Discussion and preparation for Ports of Takoradi and Tema (Ghana)	B11 - 10/14
Visit to Ghana	10/15-10/16 - Takoradi 10/17-10/18 - Tema
No Class: Study Day	10/19
Ch. 7 (Deresky) – Global Alliances and Strategy Implementation Ch. 9 (Levinson) – Vietnam Review of insights from Ports of Takoradi and Tema (Ghana)	B12 - 10/21
No Class: Study Day	10/23
Ch. 8 (Deresky) - Organization Structure and Control Systems Ch. 10 (Levinson) - Ports in a Storm Discussion and preparation for Port of Cape Town Mid-term Journal Entries due	B13 - 10/24
Visit Cape Town	10/26 thru 10/30
No Class: Study Day	10/31

Case Study presentations (Epsilon and Zeta groups) Walmart's Expansion in Africa: A New Exploration Strategy. Case #7 in the Deresky text. (Page PC3-27) Review of insights from Port of Cape Town	B14 - 11/1
Case Study presentations (Alpha and Beta groups) Evaluating the Chrysler-Fiat Auto Alliance in 2012. Case #8 in the Deresky text. (Page PC3-33)	B15 - 11/3
No Class: Study Day	11/4
Chapter 9 (Deresky) - Staffing, Training and Compensation for Global Operations Ch. 11 (Levinson) - Boom or Bust	B16 - 11/6
No Class: Study Day	11/8
Ch. 10 (Deresky) – Developing a Global Management Cadre Ch. 12 (Levinson) – The Bigness Complex	B17 - 11/9
Ch. 11 (Deresky) – Motivating and Leading Ch. 13 (Levinson) – The Shipper's Revenge Discussion and preparation for Port of Buenos Aires and Field Lab	B18 - 11/11
Field Lab – Port of Buenos Aires Visit Buenos Aires	11/12 11/13 thru 11/16
No Class: Study Day	11/17
Ch. 14 (Levinson) Just in Time Review of insights from Field Lab and Port of Buenos Aires Discussion and preparation for Ports of Rio de Janeiro & Salvador	B19 - 11/19
Visit Rio de Janeiro	11/20 thru 11/22
No Class: In Transit	12/23 & 11/24
Visit Salvador	11/25-11/27
Discussion of <u>Gung Ho</u> movie Review Insights from Ports of Rio de Janeiro & Salvador	B20 – 11/29
Case Presentations (Gamma and Delta groups) Foreign Investment in Chinese Banking Sector: HR Challenges. Case #9 in Deresky text. (Page PC4-1)	B21 – 12/1
No Class: Study Day	12/2
Case Presentations (Epsilon and Zeta groups) Indra Nooyi: A Transcultural Leader. Case #10 in Deresky text. (Page PC4-9)	B22 - 12/4
Review for Final Exam Integrative Papers due Discussion and preparation for Port of Havana	B23 – 12/6
No Class: Study Day	12/7
Visit Havana	12/9-12/11
No Class: Study Day	12/12
FINAL EXAM	12/13 Finals (B25)

PACING OF THE COURSE

As you can see from the schedule above, this class will be very fast-paced. You are expected to read the assigned chapters before the class meets for the session in which it is assigned. With respect to the assigned readings, time during the class sessions will be focused on highlights of the chapters read, discussions about the major issues covered, and clarification about the topics as needed. You are expected to come to class knowledgeable about the chapter contents, with questions ready, and with a commitment to engaging in

lively class discussions about the subject at hand for that particular class. Class time will also be devoted to study of what we know about our upcoming port operations. After the visit to that port, class time will be devoted to what we learned, what we discovered to be different than we had anticipated and what aspects of International Management are involved in the operations of that port.

FIELD WORK

The Semester at Sea offers almost unimaginable opportunities to apply your text-book learning about International Management to the real world of globalization as we progress through our voyage. Since our course focuses on the International Management aspects of Port Management, we will concentrate our Field Lab experience on an in-depth investigation of one of the ports we will visit on this journey. You will be prepared with information about the Port, prior to the lab, along with investigative questions to assist in their analysis. Your Field Lab will result in a 1,000-1,500 word paper, written in APA 6th Edition format, discussing your findings related to the port we have visited as a Field Lab. Your paper will include both a Porter's Five Forces model and Value Chain analysis of the Port.

Field Lab:

We will study the Port of Buenos Aires, Argentina and meet with administrative personnel who manage the Port. This will include a tour of port operational areas, warehousing facilities, and administrative areas. Meetings with Port officials will be held to discuss the administrative structure of the Port, public/private partnerships, intermodal transportation systems within the Port area, typical cargo and materials handling processes, labor/management relationships, and other concepts related to the management of the Port operations. Additionally, there will be a focus on understanding how Port of Buenos Aires officials view their unique strategic advantage over their competitors, both other ports and other materials transportation systems in general. Think particularly about Porter's Five Forces and value Chain Analysis models.

Field Assignments

Field Assignments differ from Field Labs in that Field Assignments take place throughout the length of our Semester at Sea voyage. Every port that we visit will involve an opportunity to witness the operations of that particular port, to sense the ambiance of the port and the scurry of activities in which the various types of port workers engage. Each port will have a unique feel, driven by the culture of the country within which it resides as well as the unique aspects of the culture of the port and its workers, which well may differ from that of its host country. This will give you an opportunity to put on your "International Management Hat" to view your time at the port itself as a visit to an international business and allow you to develop a comparison of all the ports throughout our voyage.

All students will keep a **contemporaneous** journal focused on all ports that are visited during the Semester at Sea. That means that you will make entries into your journal immediately after we have visit each of the ports on this voyage. You are expected to enter at least 200-300 words on a weekly basis. Obviously, as the journey progresses and you learn more about International Management from our class lectures, discussions, and activities, it is expected that the depth of your reflections will increase. The goal is that you view all of these ports from the perspective of a manager interested in international shipping and operations. Think of this as a visit to a McDonalds or a Wendy's, or another similar restaurant. How do you "feel" when you drive up to the restaurant? What are the differences between these restaurants, from your initial approach to your departure? Of course you will also visit various places within that city and the surrounding areas. However, your journal entries should focus on the Port only and the business operations that you have witnessed when arriving and departing. You will submit your journal entries to-date at mid-term for a graded review. Each journal entry must include, at a minimum, a reflection upon the following questions:

1. What was your impression as we approached the port? Assess size, level of activity, types of ships,

- etc. Was our docking smooth, on-time, as anticipated?
2. Discuss the entry clearance process. Was it well managed? Suggestions for improvement?
 3. What about work-related signage? A lot? Very little? Did people seem to know where they were going within the port area itself?
 4. Discuss your perceptions of organization and structure? What is your evidence?
 5. Upon leaving the port to visit the surrounding area, discuss your impressions of the primacy of the port in the greater community.
 6. What is the feel of the work force? Did you witness a lot of hard workers? A lot of standing around awaiting something? Discuss the sense of whether there seemed to be tight supervision or not.
 7. How was departure handled? Did it work as expected? If not, why not?
 8. What sort of grade would you give the port in terms of its operation as a business? (A-F)

Your journal will serve as the foundation for your integrative paper that is due on the last day of the semester. The paper will be 3,000-5,000 pages long written in APA 6th edition format. The paper will be an integration and synthesis of your reflections journal entries. These journal entries will be included as an attachment to the paper. In this paper you will integrate the concepts of International Management that you have learned through this course into the actual real-world experience you have had visiting each of these ports.

TEAM CASE STUDY GUIDELINES

Business Case Studies, with an International Management perspective, offer a wonderful opportunity to apply what you are learning. We will use six case studies during this Semester at Sea. You will be assigned to a Team for the purpose of your case study analyses.

- It is expected that there will be three-five students per team. I will assign the case study teams. Size may be adjusted based on class enrollments
- Each team will make two case study presentations.
- Two team presentations will take place on each Case Study day.
- A set of focused questions are assigned at the end of each case that we will be using from our textbook and these should be used as a guide in preparing for your class presentation and subsequent discussion.
- You will be asked to make managerial recommendations with respect to your particular set of questions. Your will be evaluated using a rubric that assesses the content of your group's presentation (group grade) and also the quality of your individual presentation.
- Each presentation will be about 20 minutes in length with each student participating equally in the presentation.
- You will submit a peer evaluation at the end of the semester. This peer evaluation will assess the quality of the contribution made by your team members in the Case Study Analysis efforts throughout the semester.
- You will receive a group grade (5 %) and an individual grade (5%) for each Case Study.

REFLECTIONS JOURNAL AND INTEGRATIVE PAPER

As mentioned in the Field Assignments section of the syllabus, you will keep your own personal **contemporaneous** journal reflecting on your impressions of each of the ports that we visit. This is to be focused on the "Port" itself not your visits to the surrounding areas. This journal will then be tied together through an integrative process that culminates in your paper submitted near the end of the Semester at Sea. This paper will ask you to take a look backward at each of the ports we have visited, the comments you made at the time, and your synthesis and integration of these ports from an International Management focus. You should tie your paper together through application of what you have learned from our textbook about

International Management and the role of containerization in the evolution of the global business world. The paper will be 3,000-5,000 word and conform to APA 6th Edition formatting guidelines. You may use other resources that you have found through your research that serve to help with the development of your paper. All such resources will be properly cited within the paper itself as included in your reference list. Your entire personal journal will be submitted as an attachment to the paper.

QUIZZES

From time to time, I like to give “pop” quizzes at the start of class. This will happen if it becomes clear that you are not keeping up with the reading assignments and prepared for the class discussions related to assigned readings. Graded quizzes will encourage you to be prepared for each class session and will, as a result, enhance your learning.

FINAL EXAMINATION

The final examination is comprehensive and includes material covered in the lectures and required readings, as well as material included in the case studies and learned from our port visits. The exam will be essay questions focused on the course content.

CLASS PARTICIPATION AND ATTENDANCE

Because this is an International Management class, it is assumed that you are contemplating a career in managing in organizations, both domestic and/or international. It is critical that you learn to engage and to participate fully within your organization. I would expect that you will participate in our class discussions, that you will listen, speak, question, challenge, and persuade your classmates to consider your point of view. I will be assessing the quality of your participation, not only the quantity. Your participation will be assessed based on the quality of your observations, analysis, and recommendations as well as the extent of your participation. You are expected to attend each class and your assigned Field Lab. Attendance will be taken every day and absences will result in a reduction in your grade in this class.

GRADING

Group Case Study Analyses and Presentations	20%
Case Study #1- Individual (5%)	
Case Study #1 – Team (5%)	
Case Study #2 – Individual (5%)	
Case Study #2 – Team (5%)	
Reflections Journal – Midterm	5%
Reflections Journal – Final	5%
Field Lab Report	20%
Integrative Paper	15%
Quizzes	5%
Final Exam	20%
Attendance and Participation	<u>10%</u>
Total	100%

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].”