



DE4554  
International  
Management



UNIVERSIDAD  
**NEBRIJA**

Centro de Estudios Hispánicos

# International Management

**Hours:** 45

**Credits:** 6 ECTS

**Prerequisites:** None. A previous course in Business or Economics would be helpful.

**Instructor name:** Omar España Arrieta, PhD

**E-mail:** oespanaarrieta@nebrija.es

**Office hours:** to be communicated the first day of class

## 1. Course Description

This course will cover relevant aspects of management in an intercultural context, treating topics normally covered in any management class while including international complications. Special attention will be paid to the impact of culture on planning, organizing, staffing, and communicating. Students should acquire basic skills to help them deal with people from different cultural backgrounds (clients, customers, suppliers, subordinates, bosses) and will learn through a limited number of cases, and real-world examples.

## 2. Learning Objectives

Students who successfully complete this course will be able to:

- Understand what culture is and how it is learned.
- Understand how to minimize ethnocentricity.
- Analyze various customs and distinguish between learned and natural behaviors.
- Recognize the pitfalls of intercultural communication.
- Know the difference between high-context and low-context cultures.
- View their own cultures more clearly.
- Debate the pros and cons of cultural relativity.
- Contrast different points of departure for ethical decisions.

## 3. Formative Activities

Educational activities will be developed by means of different didactic strategies:

- Theory and Practice
- Collective and individual tutoring
- In-class presentations
- Daily assignments
- Group assignments
- Assessments

## 4. Methodology

The course syllabus follows Communicative Approach methods, based on the core principles of procedure conception and constructive acquisition of knowledge. The methodology is based on teaching-learning procedures that are focused on the learner, which encourages active participation and results in the development of general and specific competencies that provide knowledge, capacities and attitudes for their future professional careers.

Theory: .9 ECTS. Lecture by the professor. Students will have previously prepared reading on the topic.

Practical Application: 1.8 ECTS. These classes will involve student presentations (individually or in groups). Cases will be prepared beforehand and presented before the class. The presentations will normally be followed by a question and answer period, which is also graded.

Individual Work: 2.1 ECTS. Students will respond to cases, articles, web pages, or other bibliographic sources suggested by the professor. Students are expected to be proactive in finding original sources and information useful to the class (things you might find yourself doing in a firm). This section includes research, study, and redaction of the applied cases.

Tutorials: .6 ECTS. Individual or groups meetings (with and without the professor) where work is supervised (professor) and doubts are clarified (professor and/or cohorts), both for shorter works and for major presentations.

Quizzes and Exams: .6 ECTS. Students will be tested frequently and the Final Exam is comprehensive. (See below.)

## 5. Evaluation

The form of assessment is based on the core principles of the educational assessment, i.e., an active and participative teaching-learning process focused on the learner. The instructor uses numerous and differentiated forms of assessment to calculate the final grade received for this course. For the record, these are listed below. The content, criteria and specific requirements for each assessment category will be explained in greater detail in class.

### 5.1. Grading system

In the Spanish educational system, it is required to quantitatively express the result of each student's evaluation. In order to do so, Nebrija faculty uses different strategies and instruments such as: papers, exams, tests, projects, self-evaluation activities, etc. In order to issue a final grade for the Spanish Plus programs the following scale is established:

- 30% Attendance and active participation in class
- 30% Daily work/ Papers/ Essays
- 40% Exams/ Final papers or projects\*

Therefore, the final grade is the average between attendance and participation, daily work and exams, presentations, projects and essays.

Active participation in class is evaluated by means of different activities such as:

- Activities and exercises correction;
- Reflection upon the different contents in the course
- Oral activities (individual, in pairs or in groups). Fluency, correction, adequacy and relevance are taken into account.
- Daily work makes reference to any activity or task that is done inside or outside of the classroom, whether during the class time or at any other time.
- Exams/papers/projects

The course includes a midterm and a final written exam on theoretical concepts and course facts. If a student, unjustifiably, does not do or submit an exam, paper or project, it will be graded with a '0'.

**\* A minimum grade of 5 must be obtained in a final exam/ final project in order to pass the course.**

## 5.2. Attendance, participation and grading policies

### 5.2.1. Attendance policy

Attendance is mandatory. In case of missing 5 or more sessions in one course, the student will receive a zero in his/her participation and attendance grade. In addition, not attending classes will not excuse the student from handing in in any homework, papers or essays previously assigned.

The following situations must be considered:

- Each session of class will count as an absence.
- Two delays of more than 15 minutes will be considered an absence. The entrance to class will not be allowed after 30 minutes once it has started.
- There are no excused absences. E.g.: Not attending class because of sickness will count as an absence. The student is responsible for catching up with any homework done while absent.
- Exams dates have been officially approved by the University, therefore, they will not be changed.\*

\*Except for those courses where the professor will set up specific dates and inform the students at the beginning of the program.

### 5.2.2. Criteria to evaluate participation

Criteria to evaluate participation	Grade
The student participates very actively in the class activities. S/he successfully does the requested tasks. S/he contributes to a good development of the course, encourages his/her classmates and favor debate in class.	8.5 - 10
The student participates actively in the class activities. S/he does the requested tasks and submits them on time. Shows great interest to learn.	7 - 8.4
The student, occasionally, makes interesting remarks, but s/he basically answers when s/he is asked. S/he does not show a clear interest in the course. Misses classes occasionally.	5 - 6.9
The student does not participate unless s/he is asked. S/he has unjustified absences and delays. His/her attitude is not very participative.	0 - 4.9

### 5.2.3. Criteria to evaluate Daily Work

Criteria to evaluate Daily Work	Grade
The student always does all the work demanded by the professor, not only during the class but also at home. He/she always or almost always meets the deadlines established.	8.5 - 10
The student almost always does all the work demanded by the professor, not only during the class but also at home. Occasionally, he/she submits work after the established deadline.	7 - 8.4
The student occasionally does the work demanded by the professor, not only during the class but also at home. He/she does not normally meet the established deadlines and even occasionally does not submit the work.	5 - 6.9

The student never or almost never does the work demanded by the professor. He/she never or almost never meets the established deadlines.

0 - 4.9

#### 5.2.4. Grading criteria

Number Grade	Letter Grade	Percentage
10	A+	100%
9.5 – 9.9	A	95 – 99 %
9 – 9.4	A-	90 – 94 %
8.5 – 8.9	B+	85 – 89 %
7.5 – 8.4	B	75 – 84 %
7 – 7.4	B-	70 – 74 %
6.5 – 6.9	C+	65 – 69 %
6 – 6.4	C	60 – 64 %
5 – 5.9	C-	5 – 59 %
0 – 4.9	F	0 – 49 %

#### 5.3. Warning on plagiarism

When writing a University paper or essay and reference is made to certain authors, it is mandatory to cite them by means of a footnote or a direct reference. In no case it is acceptable that a student uses a text, no matter how brief it is, written by somebody else without putting it in inverted commas, as this means s/he is trying to make it look as his/her own. This is called plagiarism and in a university context it could be penalized with expulsion.

## 6. Bibliography

### Basic Bibliography

- Luthans, Fred & Doh, Jonathan P. (2012) *International Management: Culture, Strategy, and Behavior*. Eighth Edition. McGraw-Hill.

### Additional Bibliography

- Ariely, Dan (2008) *Predictably Irrational: The hidden forces that shape our decisions*. New York: HarperCollins.
- Ball, D. et al. (2009) *International Business: The challenge of global competition*. McGraw Hill: Boston.
- Bonache, J. & Cabrera, A. (2002) *Dirección estratégica de personas: evidencias y perspectivas para el siglo XXI*. Prentice Hall: Madrid.
- Dowling, Peter et al. (2007) *International Human Resource Management: Managing People in a Multinational Context*. London: Thomson Learning.
- Friedman, Milton. (1970) "The Social Responsibility of Business Is to Increase its Profits." *The New York Times Magazine*, pp. 33, 122-124.
- Gilbert, Daniel. (2006) *Stumbling on Happiness*. London: Harper Perennial.
- Gladwell, Malcolm. (2008) *Outliers: The story of success*. London: Penguin Books.
- Hall, E. T. (1990) *The Silent Language*. New York: Random House.
- Harford, Tim (2009) *The Logic of Life: A rational economics of an irrational world*. London: Random House.
- Kahneman, Daniel. (2011) *Thinking, Fast and Slow*. London: Penguin Books.
- Kristof, N. & WuDunn, S. (2009) *Half the Sky: Turning oppression into opportunity for women worldwide*. New York: Random House.
- Krugman, Paul (1997) *Pop Internationalism*. Boston: The MIT Press.
- Lakoff, G. (1987) *Women, Fire, and Dangerous Things: What categories reveal about the mind*. Chicago: University of Chicago Press.
- Landsburg, Steven E. (2007) *More Sex Is Safer Sex: The unconventional wisdom of economics*. New York: Free Press.

- Lewis, Richard D. (2006) *When Cultures Collide: Leading across cultures*. Boston: Nicholas Brealey.
- Morrison, Terri & Conaway, Wayne. (2006) *Kiss, Bow, or Shake Hands: The bestselling guide to doing business in more than 60 countries*. Avon, MA: Adams Media.
- Patel, Raj. (2009) *The Value of Nothing*. London: Portobello Books.
- Sandel, Michael. (2009) *Justice: What's the right thing to do?* New York: Farrar, Strauss, & Giroux.
- Sen, Amartya. (2009) *The Idea of Justice*. Cambridge: Harvard University Press.
- Thomas, David C. (2008) *Cross-cultural Management: Essential concepts*. Los Angeles: Sage.

**Online Reference & Research Tools:**

- <http://geert-hofstede.com/>
- <http://www.kwintessential.co.uk/resources/global-etiquette/spain-country-profile.html>
- <http://guide.culturecrossing.net/>

Further readings may be provided by the instructor.

## 7. Lecturer Brief CV

Omar España holds a Ph.D. in International Management from Universidad Rey Juan Carlos. He earned his undergraduate degree from the Universidad Nacional Autónoma de México. He has a Master Degree in European Union Law from Universidad Complutense de Madrid, and Master courses in Management Sciences from Universidad Rey Juan Carlos and ESCP Europe.

He has taught at his alma mater, at Universidad de Guadalajara, at Universidad del Valle de México in Mexico. He has also worked as a lecturer and visiting professor at more than 15 universities in Spain, France, England, Germany, United States and China, among others. He has over 40 publications in specialized journals and books. He was also Coordinator of the Center for Latin American Studies where he promoted the creation of the first Mexico-European Union Studies Center.

He has developed his career within the private sector as a consultant and trainer and is Managing Director of ABE-Consulting, a firm that provides professional services in several areas of international management, talent and skills management. He has participated in several international negotiation processes between multinationals and governments. He is founder of International Relations Alumni at UNAM. and member of European Commission's Alban Alumni, FCPyS, MDUE, Cerale-ESCP-Europe and Euroscience.

His professional interests include Productivity, Human Resources, Training for Leadership International Trade, and Commercial Relations.

## 8. Office Hours

Tutorial schedule will be confirmed in the first couple of sessions, to guarantee that the time schedule suits the needs of students and instructor. However, it is always advisable to make an appointment with the lecturer beforehand in order to ensure availability.

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## 9. Course Content

SESSIONS	TOPIC	READINGS
1	Welcome session	—
2	Introduction to the Course	Syllabus
3	The Meanings and Dimensions of Culture	Chapter 4
4	The Meanings and Dimensions of Culture	Chapter 4
5	Managing across cultures	Chapter 5
6	Managing across cultures	Chapter 5
7	INDIVIDUAL pitch	—
8	Ethics and Social Responsibility	Chapter 3
9	Organizational Cultures and Diversity	Chapter 6
10	Cross-Cultural Communication and Negotiation	Chapter 7
11	REVIEW SESSION	—
12	MID-TERM EXAM	Chpts. 3, 4, 5, 6 and 7
13	Strategy Formulation and Implementation	Chapter 8
14	Entry Strategies and Organizational Structures	Chapter 9
15	Managing Political Risk, Government Relations, and Alliances	Chapter 10
16	Leadership Across Cultures	Chapter 13
17	Leadership Across Cultures	Chapter 13
18	Management Decision and Control	Chapter 11
19	Motivation Across Cultures	Chapter 12
20	Motivation Across Cultures	Chapter 12
21	Human Resource Selection and Development Across Cultures	Chapter 14
22	Human Resource Selection and Development Across Cultures	Chapter 14
23	REVIEW SESSION	—
24	FINAL EXAM	Chpt. 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13 and 14