**Management, Work & Organisation Division**

UNIVERSITY *of* STIRLING

Management School

# BSMP24 – Managing International Organisations          Autumn 2014

*PLEASE NOTE: In addition to the detail contained within this hand out, it is your responsibility to read and understand the information provided within the programme's Succeed site.  In particular, please pay close attention to the plagiarism documents.*

SCQF Level 11 – 15 credits

## TEACHING STAFF

Module Co-ordinator
Ms Jenoah Joseph                Room 3B48                E-mail: j.j.joseph@stir.ac.uk

## MODULE INTRODUCTION, AIMS AND OBJECTIVES

This module aims to educate the students on all major aspects of the international businesses scene.  It will introduce the students to the theoretical knowledge and practical skills of managing international organisations by providing academic knowledge on -

- The emergence of international business and international trade theories;
- The key concepts in managing international organisations;
- The strategies and challenges facing international managers;
- The importance of cultural issues and the dangers of ignoring cultural diversity;
- How HRM issues and HR decisions relate to organisation strategies;
- The importance of CSR and how it differs among countries.

## LEARNING OUTCOMES AND SKILLS DEVELOPED

By the end of the module the students will be able to:

- understand the context of international business and management activities;
- understand differences between societies and national cultures and how these affect the choices open to organisations operating in different environments and more specifically the various functional areas of management;
- appreciate the range of strategic options open to companies wishing to invest and compete internationally
- explain the major employment policies of multinational companies and the problems managing people in different countries;
- appreciate the importance of Social Responsibility and managing ethical behaviour across borders.

**Transferable skills:**

- Develop analytical skills based on a critical approach to the study of managing International Organisations.

- Acquire learning and discursive skills while working in groups prior to presenting case studies.
- Develop communication and presentation skills while presenting case study material in a coherent fashion.
- Independent research skills, methodical work plan and prioritisation for assignment preparation and presentation.


# LECTURES AND CLASS WORK

The module will be taught by one two-hour lecture per week, strongly supported by seminars where students will discuss case studies, work in groups and make presentations. The teaching will consist of lectures, case studies, small group exercises and video discussions, depending on each topic being covered.

**Lectures:**  Tuesday, 11.00am – 1.00pm, room 2B87.

The first lecture is scheduled to take place on **Tuesday 30<sup>th</sup> September, 11.00am-1.00pm in room 2B87**.

**Seminars:**  Seminar A     Tuesday, 9.00am-11.00am in room 2A9
           Seminar B     Thursday, 9.00am-11.00am in room 2B42
           Seminar C     Thursday, 12.00pm-2.00pm in room 3X11

Seminars begin in week 4 (week beginning 6<sup>th</sup> October 2014).


**Lecture Timetable**

| Week | Topic | Tutor |
|---|---|---|
| 3 | Part I - Introduction to the rise of International Business and Globalization | JJ |
| 4 | Part 2 – The nature of international management and international trade theories | JJ |
| 5 | Part 3 - Managing across Cultures in International Organisations | JJ |
| 6 | Part 4 - Managing Strategy and Function within International Organisations | JJ |
|  | Trial Class Test | JJ |
| 7 | Mid semester break – no teaching | |
| 8 | Part 5 – Managing International Marketing | JJ |
|  | Class Test | JJ |
| 9 | Part 6 - Managing People in International Organisations | JJ |
| 10 | Part 7 - Managing Finance and Social Responsibility | JJ |
| 11 | Part 8 – Conclusion and Managing International Organisations of the Future | JJ |


# MODULE CONTENT

**Part I - Introduction**
There will be a brief introduction to the rise of Globalisation and the evolution of International Management. This will involve a scrutiny of international trade theories, management principles and how they will be applied in the international arena.

**Part II – The Nature of International Management**
This will involve a study of the environment within which International managers operate looking at the role and leadership skills of international managers, managerial effectiveness and power and authority.

**Part III – Managing across Cultures**
A brief look at the meanings and dimensions of culture; the impact of culture on organisations and managing across cultures. Both business communications across cultures and barriers to inter cultural communications

will be discussed. It will conclude by examining how to manage organisational cultures and diversity in Anglo Saxon countries, Western European countries and Developing countries.

**Part IV - Managing International Organisations - Strategy and Functions**
This section will look at managing political risk and negotiations; international strategic planning and organising international operations; There will be an examination of both Business level Functional-level strategy and managing change and uncertainty.

**Part V - Managing International Marketing**
There will be an attempt to analyse the role of marketing within the global context with emphasis on the mechanism used for creating and sustaining customer value in the international market.

**Part VI - Managing People in International Organizations**
The importance of International HRM will be examined with emphasis on staffing international organisations; developing international managers; assessing and rewarding employees of international organisations and repatriation process and problems.

**Part VII – Managing Finance and Social Responsibility in International Organisations**
Managing ethical behaviour across borders and social responsibility in the cross cultural context.

**Part VIII – Managing International Organisation of the Future**
Globalization of knowledge and skills in an information age; E-commerce and international organisations; summary and revision.


# SEMINAR TIMETABLE

Seminars will normally involve students working in groups and making presentations. Each activity will be given in advance to allow preparation before coming to the seminar. Students are also expected to do the required reading, work in groups and prepare for the seminar discussion/presentations during the weeks when they have no seminars.

Further details will be available on SUCCEED in due course.

**Attendance at Seminars**

Full attendance at seminars is an essential requirement of the programme. Materials which are discussed in detail in seminar sessions are closely linked to the questions posed in exams and other assignments. Students who do NOT attend seminars therefore, place themselves at very high risk of failure.

| Week | Topic | Tutor |
|------|-------|-------|
| 4 | **Introduction to seminar presentation** | **JJ** |
| 5 | **Seminar 1** | **JJ** |
| 8 | **Seminar 2** | **JJ** |
| 10 | **Seminar 3** | **JJ** |


# REQUIREMENTS

**It is essential that you:**
- Attend lectures and seminars;
- Actively participate in lectures / seminars, taking notes as appropriate;
- Read prior to lectures the main textbook and suggested literature. These readings are not exhaustive of the topics but serve to provide you with a background to facilitate understanding and discussion during lectures;
- Engage actively in all sessions of the class, especially group work;

## ASSESSMENT

This module is assessed by:   50% coursework and 50% examination.

The coursework component consists of one class test worth 30% plus 15% awarded for group presentations during the seminar sessions, plus 5% peer assessment.

The examination at the end of the semester will be a closed book examination lasting two hours.

**All assessment elements are compulsory. To complete the module you must complete all of the assessment components. Resits examinations are only available to students who have completed all components of assessment.**

### Referencing

The Stirling Management School recommend using the **Harvard Stirling University Referencing Style (HSU)**.

The following brief information will help you to get started using HSU but you should consult the Harvard Stirling University Guide on the Library web pages (http://libguides.stir.ac.uk/Harvard-Stirling) for more detailed guidance, additional reference types and updates.  This information is also available in the Management School Undergraduate Student Handbook which is available on Succeed.

To acknowledge a paraphrased idea put the reference information in brackets next to the idea used.

> For example:
> > There is some evidence (Smith 1995) that these figures are incorrect.
> > OR
> > Smith (1995) has provided evidence that these figures are incorrect.
>
> > Multiple Authors: If a reference has two authors include both e.g. (Smith and Richardson 2013) but if it has more than two authors give only the first name followed by et al. e.g. (Johnston et al. 2012).

### Example Reference List / Bibliography

Anderson, R.C. and Klofstad, C.A. (2012) Preference for leaders with masculine voices holds in the case of feminine leadership roles. *Plos One.* 7 (12), e51216. Available: http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0051216 [Accessed: 30 July 2014].

*Creating the Kelpies* (2014) [Television Broadcast] BBC 2 Scotland, 6 May.

Gilmore, S. and Williams, S. eds. (2009) *Human resource management.* Oxford: Oxford University Press.

Roberts, I. (2003) Sociology and industrial relations. In: P. Ackers and A. Wilkinson eds. *Understanding work and employment: industrial relations in transition.* Oxford: Oxford University Press, pp. 31-42.

Scottish Government (2011) *Economic strategy: transition to a low carbon economy.* Scottish Government. Available: http://www.scotland.gov.uk/Topics/Economy/EconomicStrategy/LowCarbon [Accessed:28 March 2012].

*The Hobbit: an unexpected journey* (2013) [DVD] Directed by Peter Jackson. Los Angeles: Warner Bros. Pictures.

Information on all referencing styles can be found here: http://www.stir.ac.uk/is/student/writing/referencing/howto/

## CLASS TEST

The class test will be one hour long and will be held after the mid-semester break – date and time to be confirmed.


## SUCCEED INFORMATION

Refer to the Succeed website for complementary information about:
• How to submit your essay via Turn-It-In;
• What is meant by plagiarism at Stirling (also check your student Handbook for comprehensive explanations on how to reference work properly);
• Your responsibilities as a student;
• Workload;
• Marking and retention of assessed work;
• Grading scheme.


## RECOMMENDED READING LIST

**These are the core text books for the module:**

Branine, M. (2011), *Managing Across Cultures, Concepts, Policies and Practices.* Sage Publications.

Deresky, H. (2008), *International Management: Managing across Borders and Cultures*, 6th ed. Pearson Prentice Hall

Hill. C (2013) International Business: Competing in Global Marketplace (Mc-Graw Hill Irwin) (global 9th edition)

Hodgetts, R. M. and Luthans, F. (2003), *International Management:* Culture, Strategy and *Behaviour* McGraw-Hill: New York

Mullins, L.J. (2007) Management and Organisational Behaviour, 8th ed. Prentice Hall: London.

**These are recommended additional text books for the module:**

Adler, N.J. (1997), I*nternational Dimensions of Organizational Behaviour*, 3rd ed., International Thomson Publishing, South-Western College: USA

Black, S.J., Gregersen, H.B., Mendenhall, M.E. and Stroh, L.K. (1999), *Globalizing through International Assignments*, Addison-Wesley Longman: Harlow, England

Blowfield, M. and Murray, A. (2008), *Corporate Social Responsibility a Critical Introduction*, Oxford University Press, New York

Buckley, P. and Ghauri, P.N. (1999), *The Internationalization of the Firm*, 2nd ed., International Thomson Business Press: London

Burchell, J. (2008), *The Corporate Social Responsibility Reader*, Routledge, London

Crane, A., Matten, D. and Spence, L. (2007), *Corporate Social Responsibility: Readings and cases in a Global Context*, Routledge, London.

Currie, W. (2000), *The Global Information Society*, John Willey: Chichester

Czinkota, M. R. and Ronkaien, I.A. (2001), *Best Practices in International Business*, Harcourt

Czinkota, M.R., Ronkainen, I.A., Moffett, M.H. and Moynihan, E.O. (2001), *Global Business*, Harcourt, 3rd ed.

Daniels, J.D. and Radebaugh, L.H. (2000), *International Business*, Addison Wesley Longman: Harlow, England

Dowling, P.J., Welch, D.E. and Schuler, R.S. (1999), *International Human Resource Management*, South-Western College Publishing, 3rd ed.

Ellis, J. and Williams, D. (1995), *International Business Strategy*, Pitman Publishing: London

Evans, P., Doz, Y. and Laurent, A. (1989) (Eds.), *Human Resource Management in International Firms*, Macmillan Press: London

Ghauri, P.N. and Prasad, S.B. (1995), (Eds.), *International Management: A Reader*, The Dryden Press: London

Hampden-Turner, C. and Trompenaars, F. (2000), *Building Cross-Cultural Competence*, John Wiley & Sons: Chichester

Henderson, J. (1989), *The Globalization of High Technology Production*, Routledge: London

Hofstede, G. (1980), *Culture's Consequences: International Differences in Work-related Values*, Sage: London

Hofstede, G. (1991), *Cultures and Organizations: Software of the Mind*, McGraw-Hill: London

Holt, D.H. & Wigginton, K.W. (2002), *International Management*, 2nd ed., Harcourt College Publishers, London.

Hood, N. and Young, S. (1990), *The Economics of Multinational Enterprise*, Longman: London

Hughes, M.D. and Taggart, J.H. (2001), *International Business: European Dimensions*, Palgrave

Joynt, P. and Warner, M. (1996), (Eds.), *Managing Across Cultures*, International Thomson Business Press: London

Schneider, S. C. and Barsoux, J-L., (1997), *Managing Across Cultures,* Prentice-Hall: London

Jackson, T. (1995), (Ed.), *Cross-Cultural Management*, Butterworth/Heinemann
Lawrence, P. and Edwards, V. (2000), *Management in Western Europe*, Macmillan

Leontiades, J. C. (2001), *Managing the Global Enterprise: Competing in the Information Age*, Financial Times/Prentice Hall: London

Mead, R. (2000), *Cases and Projects in International Management: cross-cultural Dimensions*, Blackwell: Oxford

Mendenhall, M. and Oddou, G. (2000) (Eds.), *Readings and Cases in International Human Resource Management*, Third Edition, International Thomson Publishing: London

Parker, B. (1998), *Globalization and Business Practice: Managing Across Boundaries*, Sage: London

Schneider, S.C. and Barsoux, J.L. (1997), *Managing Across Cultures*, Prentice Hall: London

Stewart, B.J., Gregersen, H.B., Mendenhall, M.E. and Stroh, L.K. (1999), *Globalizing People through International assignments*, Addison-Wesley

Stonehouse, G., Hamill, J., Campbell, D. and Purdie, T. (2000), *Global and Transnational Business: Strategy and Management*, John Wiley: Chichester

Tayeb, M. (2000), *International Business: Theories, Policies and Practices*, Prentice Hall: London

Tayeb, M. (1988), *The Management of a Multicultural Workforce*, John Wiley & Sons: Chichester

**More references will be given at the lectures. Also students are advised to look for relevant articles in the following journals -**

*Academy of Management Review*
*Academy of Management Journal*
*Academy of Management Executive*
*California Management Review*
*Columbia Journal of World Business*
*Harvard Business Review*
*Journal of International Business Studies*
*International Business Review*
*International Labour Review*
*International Studies of Management and Organization*
*The International Journal of Human Resource Management*
*Management International Review*

## MARKING SCHEME

Details of the Common Marking Scheme can be found at:
http://www.stir.ac.uk/academicpolicy/handbook/assessmentincludingacademicmisconduct/

## ACADEMIC MISCONDUCT

The University has an agreed policy setting out procedures for dealing with academic misconduct. Details can be found at: http://www.quality.stir.ac.uk/ac-policy/assessment.php

Students' should familiarise themselves with "The Little Book of Plagiarism" and "The Little Book of Academic Misconduct", which can be found in the Succeed site for this module.