

**INTERAMERICAN UNIVERSITY OF PUERTO RICO  
METROPOLITAN CAMPUS  
ECONOMIC AND ADMINISTRATIVE SCIENCE FACULTY  
SCHOOL OF MANAGEMENT  
GRADUATE PROGRAM**

**Syllabus**

**I. General Information**

Course: **International Comparative Management**  
Code and Number: **HURS 8010**  
Credits: **3**

**II. Course Description**

Analysis of norms and cultural values in different periods, particularly in Latin America and the Caribbean countries. Evaluation of the implications of cultural differences for managerial decision-making. Analysis of the critical factors in the formulation of the corporate strategy in different countries.

**III. Course Objectives:**

By the end of this course, the students should be able to:

- (1) Identify the main trends in comparative management in companies in other countries.
- (2) To analyze the essential features to emerging management in the United States, Asian countries and other economies and the European Community.
- (3) Identify the main differences and similarities, as a result of the management comparison for countries: United States, the Caribbean and the Latin American countries.
- (4) Discuss the features, content and methodology of comparative management; through theoretical and methodological bases for the transfer of knowledge (know-how) of a culture and country to country (country of origin, host country or host country).
- (5) Identify and discuss areas of research from the economic, social, cultural and contextual perspectives of the elements that make up the comparative management for companies in other countries.

**IV. Course Content**

**Unit: 1 Theoretical contents of comparative management**

1.1 Concepts of comparative management

- definition of comparative management
- need for the creation and development of comparative management
- historical summary
- Purpose, content and dimensions of comparative management

1.2 Approach and Main models of comparative management

- Typology of approaches to the comparative management [universalist approach, the economic and the Cultural grouping]
- Main directions of comparative management
  - Socio-economic nature
  - Nature psychological/behavioral

Principal models of comparative management

- ecological/environmental [Farmer/Richman, 1965]
- economic development [Harbison and Myers]
- behavioral approach [Ghiselli and Porter]
- perspective of open system [Negandhi, 1975]
- cultural dimensions [Hofstede]

1.3 Functions and roles within the comparative management

### **Unit: 2 Methodology for the comparative management**

2.1 management guidelines and peculiarities of management comparative

2.2 Methods and techniques for the study of comparative management.

- Methods and techniques General
- Methods and techniques Non-Metric

2.3 Type of studies of comparative management

Unit: 3 integrating culture into the international environment.

3.1 Definition and dimensions of culture

3.2. Culture: perceptions, stereotypes, rituals and Protocol

3.3. Empirical dimensions of culture

- fundamental values of employers
- understand the global culture

3.4. Decisions Making in different cultures

### **Unit: 4 International trends in the management of companies**

4.1. Variables that have impact on the business management

4.2. Mutations in the management of the company

- scheme guidance and predominance innovation
- flexibility of managerial systems
- management methods of high motivation
- computerization of management
- training and participatory management
- management internationalization

4.3. Implications of the different management systems for enterprises

### **Unit: 5 Management in the United States.**

5.1 Features of management in the environment in the United States.

5.2 Peculiarities of management in United States

- values and objectives of the organizational
- dynamics predominance of pyramidal organizational
- structure integration of elements decision-information
- integrated production management

- development of the capital and human resources management
- Manager's roles importance.
- labor-management relations

5.3 Characteristics of the negotiation with Americans and Canadians.

### **Unit: 6. Latin American and Caribbean countries management**

6.1. General characteristics of the Latin American managers

6.2. Outstanding features of the management of Latin American and Caribbean companies

- specific vision of the organization
- specific forms of communication
- characteristics of the organizational structure
- Procurement contract and integration of personnel
- Compensation and turn-over system

6.3 Principal features of the Latin American and Caribbean environment

### **Unit: 7 Asian countries management**

7.1. General characteristics of Japanese managers

7.2. Outstanding features of the Japanese management

- specific vision of the organization
- specific forms of communication
- characteristics of organizational structure
- recruitment and integration of the personnel system
- Compensation and turn-over system
- Kaizen continuous
- Principal features of the Japanese environment

7.3. Doing business with the People's Republic of China, India, Indonesia, Malaysia, the Philippines, South Korea and Singapore.

### **Unit: 8 The European Union management**

8.1. The European Union as multicultural unique system of international integration

- short evolutionary presentation
- Principals features
- European Union as a complex cultural

8.2. Principal features of the management in Germany, France and England in a comparative overview.

General business management system organization

- participatory management in the decision making process
- personal motivation
- content and types of controls
- organization of the Department of production
- leadership and organizational approach
- Leadership and management style.

8.3. Principal features of the European management

- strategy and strategic alliances
- Re-models the organizational system of the company
- Organizational structure of multinational enterprises.

## V. Activities

- A. Problem solving
- B. Term paper
- C. Class presentations
- D. Exams

## Methods of Instruction

This course uses a combination of lecture, classroom demonstration, class discussion, group activities, and project work.

**Required Practices:** This course requires the student to participate by reading, analyzing case studies, and making oral presentations.

**Reading Assignments and Class Participation:** The scope of the HURS 8010 course is broad and complex. The main text is organized around certain model problems, which allow us to analyze issues in a more fine-grained approach, as well as develop solutions to the problems presented. Students are expected to have studied the assigned Readings and be prepared to participate in class.

## Presentations/ Projects:

The students will make presentations either individually or in groups (at the instructor's discretion) for class discussion. Each student will be required to write a report on one of the assigned topics. The report will require research and reading from additional sources in addition to the textbook. The report is due at the beginning of class at the designated time. All students are expected to fully discuss the presentation at the conclusion of the presentation. The works will be judged primarily for content.

## Academic calendar:

It is the responsibility of the student to understand and comply with deadlines provided on the academic calendar.

## VI. Evaluation

### • Exams

There are three exams: two during the trimester, and the final exam. All three exams (including the final exam) are *non-cumulative*. Except for online students, exams are given in the Inter American University of Puerto Rico, Metropolitan Campus.

Exams consist of True/False questions (1 point each) & Multiple Choice questions (2 points each). Exam scores are always on a 100 point scale. Students must take the exams during the scheduled exam times. Only for exceptional reasons will make-up exams be provided. If at all possible, contact

us via email at least one week before a scheduled exam, or as soon as you practically can, if you must take the exam on an alternate date or time (e.g., because of a wedding or a funeral). Exam make-ups are not guaranteed.

- **Attendance**

Class attendance and participation will be considered on the final grade. Class attendance and participation is expected because the class is designed as a shared learning experience and because essential information not in the textbook will be discussed in class. In addition attendance and participation in all class meetings is essential to the integration of course material and your ability to demonstrate proficiency. Information will be presented in class to prepare you for exams. Students are also responsible to make up any work covered in class. Students who do not attend are expected to meet with another student to get class notes and to know all information given in class. Students will be responsible for being prepared for class everyday and will be called on to participate in class discussion.

- **Grades**

Grades will be determined based on your performance on exams and class participation.

- A - 90% - 100% - Outstanding
- B - 80% - 89% - Excellent Work
- C - 70% - 79% - Good Achievement
- D - 60% - 69% - Marginal or unsatisfactory Performance
- F(a) - Below 60% - Failure

## **VII. Special Notes**

### **A. Special Accommodations**

Students who require special accommodations must request these services at the beginning of the course as soon as they notice that they need help. Students can access this service with Professor Jose Rodríguez, Coordinator of Students with Special Needs at the Guidance and Counseling Office on the first floor at Metro's Student Center.

### **B. Plagiarism**

Plagiarism, dishonesty, fraud and any other type of manipulation or inappropriate behavior related with academic performance is unacceptable in our institution. Disciplinary actions will be taken on students found guilty of such practice as established in Chapter V, Article 1, Section B.2 of the Student's Rules and Regulation handbook.

<http://metro.inter.edu/servicios/documentos/reglamentosestudiantes2006.pdf>

Inter American University has very strict regulations regarding plagiarism(using the ideas or words of others without giving proper credit), so it is important that

you specifically read Chapter 5, Article 1, Section B.2c of the Student Rules and Regulations Handbook. This section clearly explains what plagiarism is. In addition, it explains the types of sanctions students are exposed to when they commit it.

### **C. Use of Electronic Devices**

Cellular (mobile) telephones and any other electronic device that could interrupt the teaching-learning process or disrupt a milieu favorable for academic excellence will be deactivated. Cell phones and pagers must be either turned off or put on text message during class. Critical situations will be dealt with in an appropriate manner. The use of electronic devices that permit the accessing, storing or sending of data during tests or examinations is prohibited.

## **VIII. Educational Resources**

### **Required Text:**

Edfelt, R.B. (2009). *Global Comparative Management: A Functional Approach*. SAGE Publications, Inc

**Additional Resources:** The following websites may be useful:

United Nations: <http://www.un.org>

Caux Round Table: <http://www.cauxroundtable.org/>

Business for Social Responsibility: <http://bsr.org>

Corporate Social Responsibility News: <http://www.csrwire.com/>

Network for Business Innovation and Sustainability: <http://www.nbis.org/>

Business and Human Rights Resource Center: <http://www.businesshumanrights.org/Home>

Human Rights Translated: A Business Reference Guide

[http://www.unglobalcompact.org/docs/news\\_events/8.1/human\\_rights\\_translated.pdf](http://www.unglobalcompact.org/docs/news_events/8.1/human_rights_translated.pdf)

Social Venture Partners [www.seattlesvp.org](http://www.seattlesvp.org)

World Trade Organization (WTO):

[http://www.wto.org/english/thewto\\_e/whatis\\_e/whatis\\_e.htm](http://www.wto.org/english/thewto_e/whatis_e/whatis_e.htm)

McMahon, J.P. (2010). *Guide for Managers and Counsel: Applying the CISG Guides for Business Managers and Counsel*. Revised: May 2010. CISG DATABASE: <http://www.cisg.law.pace.edu/cisg/guides.html>

### **Articles:**

Kelly, C. (2010). Introductory Note to the WTO Panel Report: United States - Anti-Dumping Measures on Polyethylene Retail Carrier Bags from Thailand, 49 I.L.M. 934.

- Kelly, C. (2006). Power, Linkage and Accommodation: The WTO as an International Actor and Its Influence on Other Actors and Regimes, 24 *BERKELEY J. INT'L L.* 79.
- Alon, I. & Banai, M. (2000). Franchising Opportunities and Threats in Russia. *Journal of International Marketing*, 8(3): 104-119.
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- Black, J.S. (1988). Work role transitions: A study of American expatriate managers in Japan. *Journal of International Business Studies*, 19: 274-291.
- Gardberg, N.A. & Fombrun, C.J. "Corporate citizenship: Creating intangible assets across institutional environments". *Academy of Management Review*, 31:329-346.
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- Perlmutter, H.V. and Heenan, D.A. (1974). How multinational should your top managers be? *Harvard Business Review*, 52, 6: 121-132.

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- Bjerke, B. (1999). *Business Leadership and Culture: National Management Styles in the Global Economy*. Cheltenham, UK: Edward Elgar.
- Burdus, E. (1997). *Management comparat. editura Economica, Bucuresti*.
- Cantwell, J.A. (1989). The changing form of multinational enterprise expansion in the twentieth century. Capítulo 3 en Teichova, A.; Lévy-Leboyer, M. & Nussbaum, H. (eds.). *Historical Studies in International Corporate Business*, New York: Cambridge University Press.
- Cullen, J.B. & Parboteeah, K.P. (2010). *Multinational Management: A Strategic Approach*. 5th ed. Mason, Ohio: South-Western College Publishing.
- Daft R. L. (1997). *Management*. The Dryden Press, NY.
- Donaldson, T. (1989). *The Ethics of International Business*, Oxford University Press.
- Dowling, P.J., Welch, D.E., & Schuler, R.S. (1999). *International Human Resource Management: Managing People in a Multinational Context*, 3rd Edition, Cincinnati, Ohio: South Western.

Dunning, J.H. & Lundan, S.M. (2008), *Multinational Enterprises and the Global Economy*, Northampton: Edward Elgar.

Evans, P.; Pucik, V. & Barsoux, J.L. 2002. *The Global Challenge: Framework for International Human Resource Management*. Boston: McGraw Hill.

Feenstra, R. (1998). Integration of trade and disintegration of production in the global economy. *Journal of Economic Perspectives*, vol. 12, pp. 31-50.

Forsgren, M. (2008). *Theories of the Multinational Firm: A Multidimensional Creature in the Global Economy*, Northampton: Edward Elgar.

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Trompenaars F. & Hampden Turner, C. (1998). *Riding the Waves of Culture: Understanding Diversity in Global Business*, 2nd Edition, New York: McGraw Hill.

## **Reviews**

*Academy of Management Journal, Academy of Management Review, Asia Pacific Journal of Human Resources, California Management Review, European Management Journal, Global Focus, Group and Organization Studies, Harvard Business Review, Human Resource Management Journal, International Business Review, International Journal of Human Resource Management, International Journal of Inter-cultural Relations, International Labor Review, International Studies of Management and Organization, Journal of International Business Studies, Journal of Management, Journal of Management Development, Journal of World Business, Management International Review, Organizational Dynamics, Organization Studies, Sloan Management Review, Strategic Management Journal, and others.*