

# International Management

LEVEL	NQF LEVEL 7
COORDINATOR	Beate Wilmshurst
CREDIT VALUE	10
ECTS VALUE	5
PRE-REQUISITES	None
DURATION OF MODULE	10 days
TOTAL STUDENT STUDY TIME	100 hours (35 hours taught sessions, 65 hours independent study)
NUMBER OF STUDENTS TAKING MODULE (ANTICIPATED):	30



## AIMS

This module focuses on the management challenges associated with developing strategies and managing the operations of companies whose activities stretch across national boundaries. We aim to explore the interplay between the multinational corporation, the countries in which it does business, and the competitive environment in which it operates. Within this general framework of understanding the challenges of international management, we specifically assess the role of senior management teams, ethics and the environment.

We will discuss the management and strategic challenges facing organisations operating in a global environment. We will examine the importance of cultural differences and reflect on our own beliefs and cultural values – and what that means for managers in international business. Human Resource Management, Leadership and the people side of Multinational Companies will be discussed in the wider political, historical and economic context, and the pathway activities will help you analyse how MNCs operate in an increasingly globalised environment.

## INTENDED LEARNING OUTCOMES (ILO'S)

On successful completion of this module, students should be able to:

### Module Specific Skills:

1. Demonstrate a systematic understanding of the challenges of managing across national boundaries.
2. Demonstrate a critical awareness of current issues in international management.
3. Apply academic knowledge to the problems of international management.

### Discipline Specific Skills:

4. Analyse and interpret business and economic data, evaluate their relevance and validity, and generate a synthesis to aid the interpretation of case situations.

### Personal and Key Skills:

5. Work in international teams in the assessment of case studies.

## LEARNING AND TEACHING

This module will be taught by a combination of tutor-led lectures and class discussion of case studies. At the beginning of the module, guidance will be given to students on how to best use the case method as a means of learning.

Students will need to prepare the necessary case material before class, and their learning will be enhanced by team discussion prior, during and after the formal class. All learning materials will be made available via ELE.

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## ASSIGNMENTS AND ASSESSMENTS

**Formative Assessment** (does not count towards module grade)

Form of Assessment:	Size of the assessment e.g. duration/length	Feedback method
Group discussion and presentation of case analysis	Varies, in-class	Verbal
Poster presentation of analysis of multicultural issues	500 words	Individual written and verbal

### Details of Summative Assessment

Form of Assessment:	% of Credit	Size of the assessment e.g. duration/length	Feedback method
Individual Essay	60	1500 words	Individual written and generic cohort-wide feedback on ELE
Group presentation (groups of 3-5 depending on class size)	40	20 minutes	Written and verbal

## INDICATIVE LEARNING RESOURCES

### Recommended reading:

**Adler, N.** (1991) *International Dimensions of Organizational Behaviour*, Boston, MA: PWS-Kent Publishing Company

**Bartlett, C.A. and Ghoshal, S.** (1998) *Managing Across Borders: the transnational solution*, 2nd ed. Random House Business.

**Dicken, P.** (2010) *Global Shift: Mapping the changing contours of the world economy*, 6th ed. Sage.

**Garrison, T.** (1996). *International Business Culture*. Cambridge: ELM Publications

**Goodall, K.** (2002) Managing to learn: from cross-cultural theory to management education practice in: Warner, M. and Joynt, P. *Managing Across Cultures* (2nd ed.), Thomson Learning 2002 .

**Guirdham, M.** (1990) *Interpersonal Skills at Work*, London: Prentice Hall Hill, C.W.L. and Hernandez-Requejo, W. (2011) *Global Business Today*, 7th ed. Irwin/McGraw-Hill.

**Jackson, T** (2002) *International HRM. A cross-cultural approach*, London: Sage

**Kemmis, S.** (1985) Action Research and the Politics of Reflection, in D. Boud, R. Keogh and D. Walker (Eds), *Reflection: Turning Experience into Learning*, London, Kogan Page, pp. 139-163

**Luthans, F and Doh, J.P.** (2012) *International Management: culture, strategy and behavior* (8th ed.), Boston: McGraw Hill

**Mead, R. and Andrews, T.G.** (2009) *International Management* (4th ed.), Chichester:Wiley

**Rugman, A.M.** (2010) *The Oxford Handbook of International Business*, 2nd ed. OUP.

**Söderberg, A-M and Holden, N.** (2002) Rethinking Cross Cultural Management in a Globalizing Business World, *International Journal of Cross Cultural Management*, 2(1) pp.103-121

**Tulder, R.V.** (2006) *International Business-Society Management: linking corporate responsibility and globalization*. Routledge.

### Web based and electronic resources:

ELE – <http://le.exeter.ac.uk/course/view.php?id=2601&edit=on&sesskey=BP42f3o5mw>  
 globalEDGE™ (<http://globalede.msu.edu>) international business web-portal

*I am a Teaching Fellow in Human Resource Management and Organisational Behaviour at the University of Exeter. On the International Management Pathway we are going to discuss the management and strategic challenges facing organisations operating in a global environment. We will examine the importance of cultural differences and reflect on our own beliefs and cultural values – and what that means for managers in international business. Human Resource Management, Leadership and the people side of Multinational Companies will be discussed in the wider political, historical and economic context, and the pathway activities will help you analyse how MNCs operate in an increasingly globalised world.*

**Beate Wilmschurst**

Academic Coordinator for the International Management pathway