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		04-64h	05-4h	App 9-20-05 App- 4/22/08

Curriculum Proposal Cover Sheet - University-Wide Undergraduate Curriculum Committee

Contact Person Dr. Abbas Ali	Email Address aaali@iup.edu
Proposing Department/Unit Management	Phone

Check all appropriate lines and complete information as requested. Use a separate cover sheet for each course proposal and for each program proposal.

1. Course Proposals (check all that apply)

New Course Course Prefix Change Course Deletion
 Course Revision Course Number and/or Title Change Catalog Description Change

Comparative Management—MGMT 452

<i>Current Course prefix, number and full title</i>	<i>Proposed course prefix, number and full title, if changing</i>

2. Additional Course Designations: check if appropriate

This course is also proposed as a Liberal Studies Course. Other: (e.g., Women's Studies, Pan-African)
 This course is also proposed as an Honors College Course.

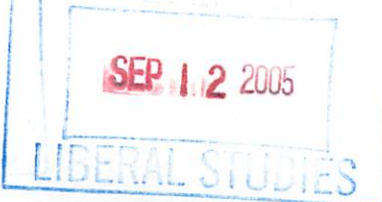
3. Program Proposals

New Degree Program Program Title Change Program Revision
 New Minor Program New Track Other

<i>Current program name</i>	<i>Proposed program name, if changing</i>

4. Approvals		Date
Department Curriculum Committee Chair(s)	<i>Joette Winiarski</i>	<i>2-28-05</i>
Department Chair(s)	<i>Prave BN</i>	<i>2-28-05</i>
College Curriculum Committee Chair	<i>[Signature]</i>	<i>2 MAR 05</i>
College Dean	<i>R. Conroy</i>	<i>3-2-05</i>
Director of Liberal Studies *		
Director of Honors College *		
Provost *		
Additional signatures as appropriate:		
(include title)		
UWUCC Co-Chairs	<i>Gail Sedquist</i>	<i>9-20-05</i>

* where applicable



I. Catalog Description

MGMT 452 Comparative Management

3c-01-3cr

Prerequisite: MGMT 310

MGMT 552 Comparative Management

3c-01-3cr

Prerequisite: Instructor Permission or MGMT 310

An intensive, comparative study of management and organization across the globe. A variety of comparative management systems, models, and theories are presented, and research findings are examined.

II. Course Objectives

Students will be able to:

1. Identify the similarities/dissimilarities of management systems across countries.
2. Develop an understanding of work orientations and management practices in different nations.
3. Understand the impact of host country environment on the culture of multinational corporations (MNCs) and vice versa.
4. Analyze cultural and environmental factors that shape managerial thinking in different countries or regions.

Additional objectives for graduate students

5. Understand the assumptions underlying the development of particular management theories and systems.
6. Understand the nature and scope of the interaction between MNCs and host countries.
7. Demonstrate sufficient knowledge and acquire skills to undertake a research project dealing with complex cross - cultural management issues.

III. Detailed Course Outline

Topics	# of hours
International Managerial Cultures	6
Cross-sectional problems and business negotiations	3
Cross-cultural managerial decision making	3
Organizational goals	3
Organizational adaptation	3
Management system in Russia	3
Management system in Europe	3
Management in East Asia	3
African Management	3
Management in the Arab World	3
Management in Latin American	3
Perceived role of work in different nations	3
Project presentations + tests	2+3

IV. Evaluation Methods

Grading Method	Description	Under grad. Weight	Grad. Weight
2 Exams--Mid-term and Final	Exams will comprise of one or more of the following: objective type questions and short answers.	50%	40%
Journal Article	Each <i>undergraduate</i> student will discuss <u>one</u> assigned journal article in class and distribute a 1-page summary to the entire class for discussion.	5%	15%

	<i>Graduate students</i> will be assigned two or more articles and will be expected to conduct more thorough review and analysis.		
Term Paper & Presentation	Students will be required to develop a term paper (about 10-15 double-spaced typed pages) based on current readings of journals and business periodicals, business survey, and/or interviews. Students will make a class presentation. The expectation pertaining to literature review, synthesis and original contribution of <i>graduate students</i> will be higher than that for undergraduate students	15%	25%
Assignments	Will include quizzes, assignments, computer games, etc.	15%	10%
Class Participation	Attendance and active class participation	15%	10%

V. Sample Grading Scale

Grade Distribution: $\geq 90\%$ --A; 80-89.99%--B; 70-79.99%--C; 60-69.99%--D; $< 60\%$ --F

Only undergraduate students can earn "D" grade. For graduate students, $<70\%$ results in F.

VI. Attendance Policy

Students may sometimes be unable to attend class because of illness (doctor's excuse required) or a personal emergency. One week (or 3 hours) of class may be missed without penalty. Failure to attend classes will have an unfavorable effect on the class participation grade.

Students earn positive points (evaluation) for engaging in constructive discussions; relating class discussions to work/reading; answering questions; professional behavior; asking clarifications pertaining to discussed or current issues; etc.

VII. Required Textbook

Kao, Henry, Sinha, Durganand, and Wilpert, Bernhard (1999), Management and Cultural Values Sage : New Delhi/Thousand Oaks

Selected current readings on reserve in the library.

VIII. Special Resource Requirements

None

IX. Bibliography

- Benito, G.R.G., B Groggaard, and R. Narula (2003), "Environmental Influences on MNE Subsidiary Roles: Economic Integration and the Nordic Countries." Journal of International Business Studies, 34(5), pp. 443-456.
- Chen, S. and J. Hannart (2002), "Japanese Investors' Choice of Joint Ventures Versus Wholly-owned Subsidiaries in the US: The Role of Market Barriers and Firm Capabilities." Journal of International Business Studies, 33(1), pp. 1-18.
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- Chui, A, A. E. Lloyd, and C. C. Kwok (2002), "The Determination of Capital Structures: Is National Culture a Mission Piece to the Puzzle?" Journal of International Business Studies, 33(1), pp 99-128.
- Giacobbe-Miller, J., D. J. Miller, W. Zhang, and V.I. Victorov (2003), "Country and Organizational-Level Adaptation to Foreign Workplace Ideologies: A Comparative Study of Distributive Justice Values in China, Russia and the United States." Journal of International Business Studies, 34(4), pp. 389-406.
- Guillen, M. F. (2003), "Experience, Imitation, and the Sequence of Foreign Entry: Wholly Owned and Joint-Venture Manufacturing by South Korean Firms and Business Groups in China, 1987-1995." Journal of International Business Studies, 34(1), pp. 185-198.
- Hennart, J. F. and M. Zeng (2002), "Cross-Cultural Difference and Joint Venture Longevity." Journal of International Business Studies, 33(4), pp. 699-716.
- Lau, C., D. K. Tse, and N. Zhou (2002), "Institutional Forces and Organizational Culture in China: Effects on Change Schemas, Firm Commitment and Job Satisfaction." Journal of International Business Studies, 33(1), pp. 533- 550.
- Lenartowicz, T. and J.P. Johnson (2003), "A Cross-National Assessment of the Values of Latin American Managers: Contrasting Hues or Shades of Gray?" Journal of International Business Studies, 34(3), pp. 266-281.
- Maignan, I. and D. Ralston (2002), "Corporate Social Responsibility in Europe and the U.S.: Insights from Businesses' Self-presentations." Journal of International Business Studies, 33(3), pp. 497- 514.

McGuire, J. and S. Dow (2003), "The Persistence and Implications of Japanese Keiretsu Organization." Journal of International Business Studies, 34(4). pp. 374-388.

Pothukuchi, B., F. Damanpour, J. Choi, C. C. Chen, and S. H. Park (2002), "National and Organizational Culture Differences and International Joint Venture Performance." Journal of International Business Studies, 33(2), pp. 243-266.

Thomas, D. C., and K. Au (2002), "The Effect of Cultural Differences on Behavioral Responses to Low Job Satisfaction." Journal of International Business Studies, 33(2), pp. 309-326.

Van de Vilert, E. (2003), "Thermo Climate, Culture, and Poverty as Country-level Roots of Workers' Wages." Journal of International Business Studies, 34(1), pp. 40-52.

Wong, P. L., and P. Ellis (2002), "Social Ties and Partner Identification in Sino-Hong Kong International Joint Ventures." Journal of International Business Studies, 33(2), pp. 264-290.

- Handfield, R., and B. Withers. "A Comparison of Logistics Management in Hungary, China, Korea, and Japan." *Journal of Business Logistics* 14 (1993), pp. 81-109.
- Lee, H.; P. Padmanabhan; and S. Whang. "The Paralyzing Curse of the Bullwhip Effect In a Supply Chain." *Sloan Management Review*, Spring 1997, pp. 93-102.
- Magretta, J. "The Power of Virtual Integration: An Interview with Dell Computer's Michael Dell." *Harvard Business Review*, March-April 1998, pp. 72-84.
- Manrodt, K. B.; M. C. Holcomb; and R. H. Thompson. "What's Missing in Supply Chain Management?" *Supply Chain Management Review*, Fall 1997, pp. 80-86.
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- Pine, J.B. II, and A. Boynton. "Making Mass Customization Work." *Harvard Business Review* 71, no. 5 (1993), pp. 108-19.
- Schoneberger, R.J. "Strategic Collaboration: Breaching the Castle Walls." *Business Horizons* 39 (1996), p. 20.
- Schwind, G. "A Systems Approach to Docks and Cross-Docking." *Material Handling Engineering* 51, no. 2 (1996), pp. 59-62.
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Summary of Revision MGMT 452

The following changes are undertaken:

1. Prerequisite is changed from **MGMT 350** to **MGMT 310**. This is done because the topics covered in 310 provide a sound background to understand the contents and aspects of materials discussed in **MGMT 452**.
2. The course description is changed as requested by the university-wide curriculum committee.
3. The course objectives are changed as requested by the university-wide curriculum committee.
4. The references are changed as requested by the university-wide curriculum committee.

COURSE SYLLABUS
MG 452: Comparative Management

I. Catalog Description

MG 452 Comparative Management

3 credits
3 lecture hours
0 lab hours
(3c-0l-3sh)

Prerequisites: MG 350

Corequisites: none

Study of similarities and differences among managers, management practices and organizations in different cultures. A variety of comparative management systems, models and theories are presented and research findings are examined.

II. Course Objectives

The objective of this course is to foster cultural understanding and sensitivity among current and future business leaders. It is designed to enrich the student's understanding of work orientations and management practices in different nations. In addition, it seeks to address the impact of host country environment on the culture of multinational corporations (MNCs) and vice versa. The course presents the theories and current research in the field of comparative management. It focuses on cultural and environmental factors that shape managerial thinking in different countries or regions. The course relies primarily on the lecture, case analysis, current events, group and individual projects to accomplish its objectives.

III. Course Outline

1. International managerial cultures (3 hours)
2. Cross-sectional problems and business negotiations (3 hours)
3. Cross-cultural managerial decision making (3 hours)
4. Organizational goals (3 hours)
5. Organizational adaptation (3 hours)
6. Management system in Russia (3 hours)
7. Management system in Europe (3 hours)
8. Management in South East Asia (3 hours)
9. African management (3 hours)
10. Management in the Arab World (3 hours)
11. Management in Latin America (3 hours)
12. Perceived role of work in different nations (3 hours)
13. Power and politics in cross-cultural setting (3 hours)
14. Comparing the incomparable: Do American management theories apply abroad? (3 hours)

IV. Evaluation Methods

The final grade for the course will be determined as follows:

- 40% Tests: Two tests (mid-term and final)
- 25% Case Studies: Three case studies as directed by the instructor.
- 25% Research Paper Each student will prepare a library research paper on a topic covered in the class and approved by the instructor. A preliminary draft of the paper will be due at mid-term and the final paper will be due during the finals week. Research paper will be graded on content and mechanics.
- 10% Class participation

V. Required Textbooks, Supplemental books and readings

Ronon, S. (1988). Comparative and Multinational Management. Wiley.

Adler, N. (1990). International Dimensions of Organizational Behaviors, Kent Publishers.

Farmer, R. (1988). Advances in International Comparative Management, JAI Press.

VI. Special Resource Requirements

None. No lab fee.

VII. Bibliography

Adler, N.J. (1983). Cross-cultural management research: The ostrich and the trend. Academy of Management Review 8(3):226-232.

Adler, N.J. (1980). Cultural synergy: The management of cross-cultural organizations. in Trends and Issues in O.D.: Current Theory and Practice, W.W. Burke and L.D. Goodstein (eds.). San Diego: University Associates.

Adler, N.J. (1980). Re-entry: Managing crosscultural transition. Paper presented at the Academy of International Business Meetings, New Orleans.

Adler, N.J. (Fall, 1983). A typology of management studies involving culture. Journal of International Business Studies, 6:29-47.

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work value systems. In R. Farmer (ed.). Advances in International Comparative Management. Greenwich, CT: JAI Press.

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Ali, A.; Al-Shakhis, M., and Nataraj, S. (1991). Work centrality and individualism: a cross-national perspective. International Journal of Manpower. 12(1).

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Rhinesmith, S. (1970). Cultural Organizational Analysis: the interrelationship of value orientations and managerial behavior. Cambridge, Mass: McBer Publication Series Number 5.

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managerial analysis Questionnaire. New York: Moran, Stahl and
Boyer.