

LSC Use Only  
Number \_\_\_\_\_  
Action \_\_\_\_\_  
Date \_\_\_\_\_



UWUCC USE Only  
Number 92-27a  
Action Rep 4/18/95  
Date Senate 5/2/95

CURRICULUM PROPOSAL COVER SHEET  
University-Wide Undergraduate Curriculum Committee

I. TITLE/AUTHOR OF PROPOSAL

Course/Program Title: MG 452 Comparative Management  
Suggested 20 character course title: Comparative Mgt.  
Department: Department of Management  
Contact Person: Dr. Abbas J. Ali or Dr. Manmohan D. Chaubey

ii. If a course, is it being proposed for:

- Course Approval/Revision Only  
 Course Approval/Revision and Liberal Studies Approval  
 Liberal Studies Approval Only (course previously approved by Senate.)

III. APPROVALS

S.W. Osh  
Department Curriculum Committee  
S.W. Osh  
College Curriculum Committee

Manmohan D. Chaubey  
Department Chairperson  
Robert C. Clary  
\* College Dean

\_\_\_\_\_  
Director of Liberal Studies  
(where applicable)

\_\_\_\_\_  
Provost (where applicable)

\* EACH COLLEGE DEAN MUST CONSULT WITH THE PROVOST BEFORE APPROVING CURRICULUM CHANGES. APPROVAL BY COLLEGE DEAN INDICATES THE PROPOSED CHANGE IS CONSISTENT WITH LONG RANGE PLANNING DOCUMENTS, ALL REQUESTS FOR RESOURCES IN THE PROPOSAL CAN BE MET, AND THE PROPOSAL HAS THE SUPPORT OF THE UNIVERSITY ADMINISTRATION.

III. TIMETABLE

Date Submitted:  
to LSC \_\_\_\_\_  
to UWUCC \_\_\_\_\_

Semester to be  
implemented:  
Fall 1994

Date to be  
published  
in Catalog  
Summer 1994

## **II. Description of Curriculum Change**

### **1. 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.**

**COURSE SYLLABUS**  
**MG 452: Comparative Management**

**I. Catalog Description**

<b>MG 452 Comparative Management</b>	<b>3 credits</b>
	<b>3 lecture hours</b>
	<b>0 lab hours</b>
	<b>(3c-0l-3sh)</b>

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 System in South East Asia (3 hours)
9. Management System in Africa (3 hours)
10. Management System in the Arab World (3 hours)
11. Management System 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.

Adler, N.J. (1982). Understanding the ways of understanding: Crosscultural methodology reviewed. In Comparative Management: Essays in Contemporary Thought, R.N. Farmer (ed.). Greenwich, CT: JAI Press.

Ali, A. (1988). A cross-national perspective on managerial work value systems. In R. Farmer (ed.). Advances in International Comparative Management. Greenwich, CT: JAI Press.

Ali, A. (1989). A comparative study of managerial beliefs about work. In B. Prasad (ed.) Advances in International Comparative Management. Greenwich, CT, JAI Press.

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

Barnouw, V.(1963).Culture and Personality. Homewood, Ill;Dorsey Press.

Bennis, W., and Slater, P. (1968). The Temporary Society. New York: Harper & Row.

Brown, M.S. (1976). Values - a necessary but neglected ingredient of motivation of the job. Academy of Management Review, 1:15-23.

Business and International Education (1977): Washington, D.C.: American Council of Education.

Carrol, M.P. (1982). Culture, in J. Freeman (ed.) Introduction to Sociology: A Canadian Focus. Scarborough, Ont., Canada: Prentice-Hall.

Hofstede. G. (1981). Culture and Organizations. International Studies of Management and Organization, X(4)15-41.

\_\_\_\_\_ (1980). Motivation, leadership, and organization: do American theories apply abroad? Organization Dynamic (Summer) 42-63.

\_\_\_\_\_ (1983). Cultural relativity of organizational practices and theories. JIBS. Fall, 75-90.

\_\_\_\_\_ (1985). The interaction between national and organizational value systems. Journal of Management Studies. 22(4), 347-57.

Redding, S.G., and Martyn-Johns, T.A. (1979). Paradigm differences and their relation to management with reference to South-East Asia, in G.W. England, A.R. Negandhi, and B. Wilpert, eds., Organizational Functioning in a Cross-Cultural Perspective. Kent, Ohio: Kent State University Press.

- work value systems. In R. Farmer (ed.). Advances in International Comparative Management. Greenwich, CT: JAI Press.
- Ali, A. (1989). A comparative study of managerial beliefs about work. In B. Prasad (ed.) Advances in International Comparative Management. Greenwich, CT, JAI Press.
- 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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- Bennis, W., and Slater, P. (1968). The Temporary Society. New York: Harper & Row.
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- Carrol, M.P. (1982). Culture, in J. Freeman (ed.) Introduction to Sociology: A Canadian Focus. Scarborough, Ont., Canada: Prentice-Hall.
- Hofstede, G. (1981). Culture and Organizations. International Studies of Management and Organization, X(4)15-41.
- \_\_\_\_\_. (1980). Motivation, leadership, and organization: do American theories apply abroad? Organization Dynamic (Summer) 42-63.
- \_\_\_\_\_. (1983). Cultural relativity of organizational practices and theories. JIBS. Fall, 75-90.
- \_\_\_\_\_. (1985). The interaction between national and organizational value systems. Journal of Management Studies. 22(4), 347-57.
- Redding, S.G., and Martyn-Johns, T.A. (1979). Paradigm differences and their relation to management with reference to South-East Asia, in G.W. England, A.R. Negandhi, and B. Wilpert, eds., Organizational Functioning in a Cross-Cultural Perspective. Kent, Ohio: Kent State University Press.
- Rhinesmith, S. (1970). Cultural Organizational Analysis: the interrelationship of value orientations and managerial behavior. Cambridge, Mass: McBer Publication Series Number 5.
- Rhinesmith, S.H., and Renwick, G.W. (1980). Cultural

## **COURSE ANALYSIS QUESTIONNAIRE**

### **A. DETAILS OF THE COURSE**

- A1. This course will be a required course for Human Resource Management concentration in International Business. The course is not intended for inclusion in the Liberal Studies program.
- A2. This course does not require changes in any other courses or programs in the Department of Management.
- A3. This course will be offered as mixture of lecture, case studies and exercises typical of such courses in our program.
- A4. No, the course was not offered before.
- A5. This course is not intended to be dual level.
- A6. This course is not to be taken for variable credit.
- A7. Similar courses are offered at institutions of higher education (See Appendix A)
- A8. The American Assembly of Collegiate School of Business (AACSB) recommends, but does not require, this course in its accreditation standards.

### **B. INTERDISCIPLINARY IMPLICATIONS**

- B1. One instructor
- B2. It is not anticipated that any additional or corollary courses will be needed, now or later.
- B3. This course does not overlap with any other courses at the University.
- B4. Yes

### **C. IMPLEMENTATION**

- C1. No new faculty resources are required. Current faculty complement is sufficient to cover the instruction of this course based on anticipated departmental enrollment patterns in the near future.

No other new resources are needed to teach the course. Current library, equipment and space allocations are adequate to offer this course.

C2. No grant funds are needed to provide resources for this course.

C3. This course will be offered once a year.

C4. One section of the course will be offered at a time.

C5. About 30 students will be accommodated in this course.

C6. No

C7. No

D. MISCELLANEOUS

No additional information is necessary.



APPENDIX A: Institutions Offering Similar Courses

University of Southern California  
The Baruch College  
New York University  
Columbia University  
American University  
Florida Atlantic University  
Pacific University

Catalog Descriptions/ Course Syllabi are attached.

In order to save time and paper, I did not copy  
29 pages of catalog descriptions/course syllabi  
included with the proposal. They are available in  
352 Sutton for review or to make copies. Marcia

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