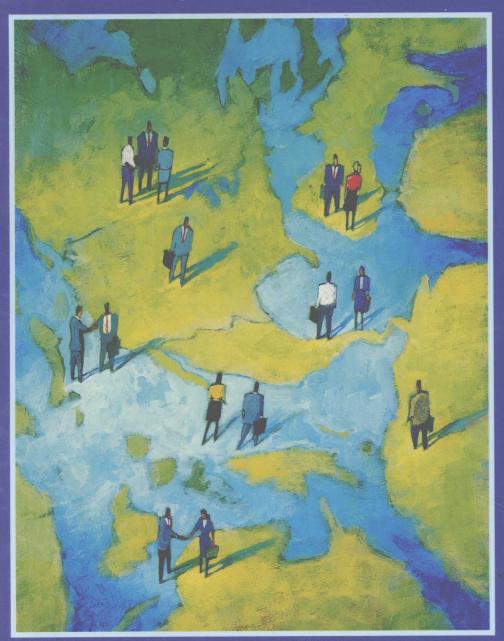
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international management Strategic Opportunities and Cultural Challenges

INTERNATIONAL MANAGEMENT

Strategic Opportunities and Cultural Challenges

SECOND EDITION

Dean B. McFarlin' University of Dayton

Paul D. Sweeney University of Dayton

Dedication

To Laurie, Andrew, Elizabeth, and Nathaniel . . . no one could ask for a better family (and Amadeus too)!

-DEAN B. McFarlin

To the three who support me—Mary, Emma, and Farrell.

-PAUL D. SWEENEY

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PREFACE



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Exploring the Opportunities and Challenges of International Management

The rapid evolution of the field of international management makes writing a book on the subject a challenge. Since the boundaries of the field are under debate, there's no precise set of topics that must be covered in an international management text. Although this state of affairs presents certain difficulties, it also gives us tremendous flexibility. We hope you'll agree with our choices and will conclude that our text offers the most up-to-date and comprehensive coverage of key issues in international management on the market today.

Balancing Strategy and People

In a nutshell, our vision is to bring students inside the real world of international management. The field is rapidly evolving, challenging students, professors, and business-people alike. Economies around the world are becoming increasingly integrated, presenting both unprecedented opportunities and tremendous exposure to a sweeping array of risks. We believe that tackling international management in such a volatile environment requires a balanced approach. Some texts emphasize a strategic orientation in grappling with international management. Others emphasize a people-oriented approach, focusing primarily on behavior. But our view is that neither approach should dominate at the expense of the other. Today, perspectives can be fleeting. When you are buffeted by change, you have to adapt. Fast.

Consequently, our approach is one that blends perspectives, is firm enough to offer guidance, but is flexible and pliable enough to accommodate changes as yet unknown. Management needs to think creatively and analytically about potential international opportunities, weighing internal strengths and weaknesses as well as possible competitive threats in the process. Ultimately, that process should culminate in the formation of strategies and methods designed to take advantage of those opportunities. But actually capitalizing on them is another matter entirely. It means executing and implementing. That takes time—and events can overtake a well-laid plan in a heartbeat.

Then there's the human side of the equation. Many plans derail because they fail to anticipate people-related complexities and complications. And when you come down to it, in the international environment those people and culture challenges probably trip up companies just as much as misguided business strategies do—maybe more. So strategy development and cross-cultural management skills are both critically important. Ideally, they should be interrelated. Possible cross-cultural challenges should inform strategy creation. And strategic needs should help shape management approaches and human resource policies around the world. Neither really comes first or is more important than the other.

We present our balanced perspective in a lively fashion. Generally speaking, we take an applications-oriented approach that is solidly grounded in the latest research. Both instructors and students have told us our approach is fresh and engaging. We hope you enjoy it!

Intended Audience

This book will appeal to a wide audience. Students with limited exposure to international issues will appreciate the basic foundations and concepts that are laid out in each chapter. At the same time, students with some international coursework or work experience will be attracted by the book's depth. From a pedagogical perspective, the book will work well as a primary text in a course on international management. It can also be used to cover the management side of an introductory international business course. The strong focus on applications, with a variety of applications-oriented features, appeals to both students and instructors who wish to take a hands-on approach to the study of international management. But before we describe those features in detail, first we'll explain how the book is organized and walk you through our table of contents.



The organization of the book reflects our belief that successful international management consists of four basic parts. First, managers need to understand the broad context of international business. Specifically, that includes critical trends impacting international management and the legal and political forces driving international business. It also includes grasping the ethical and cultural dilemmas that can pop up in international management and realizing that perspectives about what to do about them can shift when borders are crossed. Second, managers need to master the essential elements of effective interaction in the international arena. That means learning how culture affects basic perceptions, developing skills in cross-cultural communication, and figuring out how to negotiate successful cross-border deals. Third, effective international management means being able to recognize and take advantage of strategic opportunities. That often means deciding how best to enter foreign markets and then figuring out how to operate successfully once there. Finally, international managers must motivate and lead people from a variety of cultures and be able to build effective international teams. It also means taking an international perspective on the hiring, training, and development of employees—if for no other reason than the rules of the game on factors like compensation and labor relations often change when borders are crossed.

Chapter Preview

Our chapters are organized around this four-part scheme. We'll present our chapter preview by walking you through each part of the book.

Part I: On a Global Stage: The Context of International Management This first part includes Chapters 1–4 and covers the essential foundations for successful international management. Chapter 1 discusses the basics of international competition, trends impacting international management, and developments in countries and regions around the world. Next, Chapter 2 focuses on legal and political issues that managers need to take into account in their international operations. We discuss the different legal and political systems that exist around the world and their effects on international business. The chapter also tackles various types of political risk that managers may face in

foreign markets and what they can do about them. Chapter 3 examines ethical values and corporate social responsibility in an international environment. Specific ethical issues, such as bribery, human rights abuses, and social upheavals, are considered in detail. And we offer guidance for responding to various ethical dilemmas (e.g., developing and adhering to corporate codes of conduct). Chapter 4 concludes the first part of the book by examining culture in more detail. Specifically, we discuss the pervasive impact of culture on international management. We present frameworks that help explain basic cultural dimensions and their implications for managing people around the world.

Part II: Interacting Effectively in an International Environment. The second part of the book includes Chapters 5–7. The effect of culture on interpersonal interactions is a strong theme throughout this section. In other words, these chapters are natural extensions of the cultural issues raised in Chapter 4. As you'll see, Chapter 5 examines how culture can affect employees' perceptions of their work environment, their jobs, and the people around them. The chapter also explains how to manage perception problems—such as stereotyping—in a culturally diverse business environment. Chapter 6 shows how cultural differences can impede communication and offers advice for improving verbal, nonverbal, and written communication in an international environment. Chapter 7 wraps up this part of the book by examining how to manage international conflicts and conduct successful cross-border business negotiations. Clearly, effective negotiation requires outstanding preparation and an appreciation of the ways that negotiation strategies vary across cultures.

Part III: Capitalizing on International Opportunities. The third part of the book includes Chapters 8-10 and addresses the broad strategic and operational decisions faced by international managers. Chapter 8 focuses on defining and developing international business strategy. First, we distinguish among common international strategies and explain when they might be pursued. In doing so, we also present some of the special challenges small firms face in developing an international strategy. Next, we provide detailed coverage of the process involved in developing winning international strategies (e.g., conducting a SWOT analysis). We conclude by discussing how companies need to ensure that their internal systems are aligned to support their international strategy if they want to succeed. Chapter 9 takes things one step further by considering implementation issues that companies face in executing their international strategies. We present the various options available for entering foreign markets, including the pros and cons of each. In essence, each option can work under the right conditions, whether we're talking about exporting, licensing, or foreign acquisitions, just to name a few possibilities. Consequently, we also make suggestions for weighing and choosing among the options available. Chapter 10 extends this discussion by examining how managers can make their entry choices work and keep their international operations running smoothly. That includes topics like developing mechanisms to help coordinate international operations, managing business alliances (e.g., international joint ventures) successfully, and maintaining a technological edge abroad.

Part IV: Managing People in the International Arena. The final part of the book includes Chapters 11–14 and focuses squarely on the people side of the international management equation. And last is by no means least! Mishandling people-related issues can jeopardize even the best strategy, if not the best intentions, of management. Consequently, Chapter 11 tackles the challenge of how best to motivate and lead employees across cultures. We argue that cultural values can affect how employees

behave and that managers should alter their style accordingly. Chapter 12 explains how managers can build an effective international workforce. That process starts by taking a strategic approach to international human resource management—one that aligns human resource needs with the firm's international business strategy. Next, we discuss the options firms have for staffing foreign operations (e.g., hire locals or send expatriates?) and developing their international management talent. We conclude with a presentation of strategies that firms can use to help expatriates succeed through appropriate selection mechanisms, training practices, and support systems. Chapter 13 continues this theme by discussing how to ensure the success of an international workforce once it's in place. That means figuring out how to appraise performance and design compensation systems for employees around the world. Chapter 14 concludes Part IV by examining some of the most vexing "people problems" facing international managers. In particular, we discuss how managers can develop effective international teams, especially in an environment of increasing diversity. We also suggest ways to strategically manage unions and labor relations around the world. These are no small challenges since the scope, purpose, and historical roles of unions vary dramatically across countries.

Part V: Cases. Given our strong application orientation, this section contains two substantial cases designed to accompany each of the chapters in Parts I–IV. These cases can be used to highlight issues from particular chapters or to provide a capstone experience that integrates material across chapters. They provide an excellent opportunity for students to analyze real international management problems in depth. All cases in Part V are current, of uniformly high quality, and come from the best providers available.



Key Features That Set Us Apart

We hope you'll find our unique array of features hard to resist. Moreover, we've gone to great lengths to support those features and provide additional information in our Instructor's Resource Manual and website.

Up-to-Date and Quality Sources

Our chapters rely on the most recent and most prestigious publications available. They include first-class research journals (e.g., Academy of Management Journal and Journal of International Business Studies) as well as publications aimed squarely at practicing managers (e.g., Harvard Business Review and The Wall Street Journal). We believe students must become good consumers of new knowledge and have an appreciation for research about international management. After all, research provides the building blocks for most successful applications in international management.

The Writing: Accessible, Engaging, and Action Oriented

Of course, international management is ultimately about application and figuring out what works. Consequently, each chapter is chock full of examples and illustrations from corporations around the world. We've also included concrete guidelines and action

recommendations in each chapter. In doing so, we use an accessible and engaging writing style that is also direct, getting quickly to the point. Our job is to pull students in and make them as excited about international management as we are—whether we're describing a piece of research or pitching suggestions for action.

Getting "Real World" with Cases

Each chapter opens with an *International Challenge*, a short case that challenges students with a real problem facing an international manager or company. These problems are directly connected to the content of each chapter. The case concludes by posing questions for students (e.g., Why is this happening and what should be done about it?). As they read through each chapter, students will be exposed to concepts, ideas, and applications that will help them digest the problems and issues raised. A companion case called *Up to the Challenge*? closes each chapter and reveals the steps actually taken to address the problem raised in the chapter-opening case. In making these connections, students are asked to reflect on the steps taken (e.g., Will they ultimately succeed? Is additional action needed?). Additional follow-up information on the opening and closing case for each chapter is presented in the *Instructor's Resource Manual*.

As we noted in our chapter preview, longer, more substantive cases are provided in Part V, Cases. These comprehensive cases allow students to integrate what they have learned across several chapters and apply that knowledge to a practical problem.

Special Text Features

Besides cases, two boxed text sections appear in each chapter. The section entitled International Insights reports on cutting-edge and creative approaches taken by companies or people grappling with unusual international management issues in particular countries. Of course, these detailed and up-to-date examples dovetail with the topics discussed in each chapter. The boxed section entitled Reality Check is a novel feature, one we're really excited about. This feature is designed to provided an "in-the-trenches" snapshot. Using an interview format, this feature asks international managers, trade officials, and others impacted by international business in their jobs for their perspectives on issues related to each chapter. Put simply, we let real people doing real work describe, in their own words, the challenges they face and what's important to them. In doing so, they provide some fascinating insights into the nuts and bolts of international management.

Getting "Hands On" with Exercises and Applications

Students will find two special sections at the end of each chapter. The section labeled International Development presents students with an exercise or self-assessment designed to build self-insight and promote skill development in chapter-relevant areas. From Theory to Practice takes things one step further and gives students a project to pursue. In many cases, these projects involve work that should be completed outside class. Each project is designed to directly apply chapter concepts or assess how international firms are implementing them. If desired, students can present their findings in class.

Other Important Pedagogical Features

To help guide students through the content by pointing out and summarizing key topics, each chapter begins with a set of *Learning Objectives* and concludes with a *Chapter Summary* and *Discussion Questions*. Finally, we've made extensive use of figures and tables throughout the book to make it easier to digest information as well as increase readability and visual appeal. Speaking of visual appeal, we've also included:

- a full-color insert from the World Bank Atlas containing maps and charts that help give students a broad snapshot of the world of business.
- photos in each chapter to help us underscore key points and issues.



Supplementary Materials

Accompanying this book is an outstanding set of supplements:

- An excellent Instructor's Resource Manual with Test Items includes chapter outlines, plenty of supplementary lecture materials, comments on special text features, teaching notes for the cases in Part V, and recommended videos.
- PowerPoint slide shows for each chapter, available on the instructor website, outline chapter material and present key chapter exhibits as well as supplementary materials.
- HMTesting is a computerized version of the multiple-choice and essay test items found in the Instructor's Resource Manual. This easy-to-use program, available on CD, allows instructors to generate and change tests. The program includes an online testing feature by which instructors can administer tests via their local area network or over the Web. It also has a gradebook feature that lets users set up classes, record and track grades from tests or assignments, analyze grades, and produce class and individual statistics.
- A comprehensive video package includes several segments that illustrate chapter concepts using examples of real-world organizations. Teaching notes and suggested uses for the segments appear in the accompanying Video Guide.
- Student and Instructor websites are also available. For students, we offer links to related websites, including the sites for those companies highlighted in the text, and self-test questions that are scored for immediate feedback. For instructors, we offer PowerPoint slides, downloadable files from the Instructor's Resource Manual that can be edited or used as is to meet specific course needs, and sample syllabi.



Giving Thanks

Behind every successful book is an army of professionals who provide the support, guidance, and advice so vital to making everything click. We are extremely grateful for the outstanding reviewers who contributed their time, energy, and academic expertise toward the development of this project: Lawrence A. Beer, Arizona State University; Charles Byles, Virginia Commonwealth University; John E. Call, New Mexico State University; Lauryn DeGeorge, University of Central Florida; Marios Katsioloudes, West Chester University of Pennsylvania; Norma Carr-Ruffino, San Francisco State University; Selim Ilter, St. John Fisher College; Robert Isaak, Pace University; Dong I. Jung, San Diego State University; Amy McMillan, Louisiana Tech University; Lynn Neeley, Northern Illinois University; John O'Del, Rhode Island College; Roy W. Reeber,

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We also owe an enormous debt of gratitude to our dear friend, Amy Anderson. No one could ask for a better author for an *Instructor's Resource' Manual*, particularly on international management! Amy's extensive international experience—she's lived and worked in several countries, run an international studies center at a major university, and completed her doctoral thesis on international business education—made her an easy choice. And we'll always be grateful that she signed on.

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