



McFARLIN & SWEENEY

International Management

TRENDS, CHALLENGES
AND OPPORTUNITIES





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AND OPPORTUNITIES



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SOUTH-WESTERN College Publishing

An International Thomson Publishing Company

Publishing Team Leader: John Szilagyi
Sponsoring Editor: John Szilagyi
Developmental Editor: Dr. Katherine Pruitt-Schenck
Production Editor: Barbara Fuller Jacobsen
Production House: Litten Editing and Production
Composition and Art: Parkwood Composition
Internal Design: Mike Stratton
Cover Design: Mike Stratton
Cover Photo: Masterfile Co.
Marketing Manager: Steve Scoble

Copyright © 1998
by South-Western College Publishing Company
Cincinnati, Ohio

Library of Congress Cataloging-in-Publication Data

McFarlin, Dean B.

International management: trends, challenges, and opportunities/
Dean B. McFarlin, Paul D. Sweeney.

p. cm.

Includes bibliographical references and index.

ISBN 0-538-87872-X (alk. paper)

1. International business enterprises—Management. I. Sweeney,
Paul D., 1955— II. Title.
HD62.4.M395 1998
658'.049—dc21

97-12977
CIP

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International Thomson Publishing

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ISBN 0-538-87872-X

2 3 4 5 6 7 8 9 MT 5 4 3 2 1 0 9 8

Printed in the United States of America

For Andrew, Elizabeth, and Nathaniel

D.B.M.

and

For Jin Zhen

P.D.S.

Preface

EXPLORING THE TRENDS, CHALLENGES, AND OPPORTUNITIES IN TODAY'S INTERNATIONAL MANAGEMENT

International Management: Trends, Challenges, and Opportunities guides students inside the real world of international management, presenting the material in such a way as to make it accessible, viable, and an integral part of everyday business life. Managers should be trained to respect the prominent role international relations plays in the day-to-day running of businesses around the world. International factors need to be successfully and continually integrated into every business transaction, human resource consideration, and management decision. In examining the trends, challenges, and opportunities inherent to the field of international management, this text offers its readers an applications-oriented approach to this unique area.

Trends

International Management is a field that is rapidly evolving, challenging students and instructors, as well as businesspeople around the world, to operate in an increasingly global environment. In considering this changing environment, teaching students and managers how to successfully, strategically, and ethically maneuver should be guided by the accessibility of the subject matter and its application in the real world. This text explores the modern trends in international management along with their traditional foundations and strives to make this field appeal to a broad audience of readers.

Challenges

The organization of this book reflects our belief that successful international management consists of three basic elements. First, international managers need to effectively interact with people. They need to motivate, lead, and communicate with people from a variety of cultures. Second, this successful international management requires a global perspective on the hiring, training, and development of employees—if for no other reason than the fact that the “rules of the game” change when borders are crossed. Finally, effective international management requires good strategic decision making, such as determining the best way to enter a foreign market and how to behave ethically once there.

Opportunities

The rapid evolution of international management presents authors in the field not only with a great challenge, but an extraordinary opportunity as well. Since the boundaries of international management are not yet well-defined, there is no set plan for instruction. Although this presents certain difficulties, it offers us tremendous opportunities to demonstrate in this text the importance of this growing field. We accomplish this through the use of the most up-to-date research and examples, the presentation of international management challenges and solutions, and the discussion of real world business situations. The approach we have chosen is comprehensive, accessible, and engaging. We hope you enjoy it.

Features

Current Coverage To ensure that the book contains the most up-to-date materials, we draw from the most recent and acclaimed publications available. This includes publications that focus primarily on research, such as the *Academy of Management Journal*, as well as those with an applications-oriented focus. We believe that it is essential that students develop an appreciation of research as the source of new knowledge about international management.

Applications Approach At the same time, since international management is ultimately about application, we include concrete guidelines and action recommendations wherever possible in each chapter in the form of an opening “International Management Challenge.” This special boxed item challenges students to think about and solve specific problems in international management. Each Challenge addresses issues and concepts specific to that chapter. Answers to the opening Challenge are featured at the end of each chapter in the “Answering the International Management Challenge” box.

Intended Audience This text is formatted to appeal to a wide audience. Students with limited prior 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 international work experience will be attracted to the depth of content the book offers. From a pedagogical perspective, the book works well as a primary text in an upper-level undergraduate course in International Management. However, the text may also be used to cover the management side of an introductory International Business course. The strong focus on applications also positions the book nicely for an MBA audience.

Real World Examples Each chapter features several boxed sections called “International Management Insights,” providing detailed, up-to-date examples of what specific companies or country governments are doing to address the issues discussed in each chapter. The Insights offer students greater detail about the latest techniques and strategies international managers use to solve the problems they

encounter. In a boxed format, specific issues are presented and resolved without interrupting the natural flow of text. They also provide in-depth illustrations that build upon key topics in the book and give students an “up-close” look at particular countries and cultures.

Key Pedagogical Features Other principal features in each chapter include learning objectives, a chapter summary, and discussion questions.

New Analytical Exercises In addition to the noted key features, the following new items are found at the end of each chapter.

1. Experiential section containing an exercise, self-assessment questionnaire, or project that students can complete and are related to the chapter content.
2. Diagnostic case that gives students the chance to use chapter material to analyze in-depth international management problems.

Supplementary Materials A complete instructor’s manual written by the authors features the following instructional aids:

- Chapter outlines, supplementary lectures, and case materials.
- A list of recommended videos.
- Transparency masters.
- Test bank with multiple choice and essay questions.
- Internet resources

Chapter Highlights

Management Skills and the International Environment

- Chapter 2 addresses several basic issues such as how cultural differences affect employees’ perceptions of their work environment, their job, and the people around them. It also discusses how to understand perception issues in a culturally diverse business environment.
- Chapter 3 discusses how to best motivate and reward employees across cultures. Cultural values affect individual employee responses, and managers must alter their motivational strategies accordingly.
- Chapter 4 addresses the critical issue of leadership and management expectations in an international business context. Culture plays a role in how leadership is defined, where leaders come from, what traits they are expected to possess, and how they are to behave.
- Chapter 5 demonstrates how cultural differences can impede communications and the process of negotiation around the world. It also offers insight into how to successfully overcome these barriers.

International Human Resource Issues

- Chapter 6 looks at the process by which companies select and prepare employees for foreign assignments. Specifically, this chapter explores the questions of which persons to hire, the costs and benefits of these decisions, and the development of international managers.

- Chapter 7 continues this discussion by considering how to appraise performance and design pay systems for employees. These systems vary across countries, and this chapter looks at the implications of these differences for management.
- Chapter 8 considers how companies can strategically manage groups and labor relations around the world. The scope, purpose, and historical roles of unions and their interaction with management are also discussed.
- Chapter 9 concludes this section by evaluating how companies can strategically approach human resource management issues from an international perspective. The impact on current policies, structures, and philosophies is further examined. This chapter serves as a bridge leading to the final section by discussing the stages that companies may go through as they increase their international presence.

International Strategic Decision Making

- Chapter 10 focuses on the need for defining and creating international business strategy. Basic competitive issues that impact strategy formulation and the strategy design process are explored.
- Chapter 11 takes things one step further by considering how global strategies are implemented. The pros and cons of implementing particular ownership options or organizational structures are explored, providing the reader with some insight into which strategy would be applicable for a given set of circumstances.
- Chapter 12 covers production and service-related decisions that companies confront when implementing these strategies. This chapter also addresses current technology issues that are applicable to both manufacturers and service providers in the international marketplace, as well as the transfer of these technologies across borders.
- Chapter 13 focuses on the legal and political issues that companies need to consider in their international operations. Another key point in this chapter is the successful evaluation and management of political risks that companies may encounter while doing business abroad.
- Chapter 14 examines ethical values and corporate social responsibility in an international environment. Various perspectives on ethical values and how cross-national differences often come into play, as well as how to develop and adhere to corporate codes of conduct.

A Note of Thanks

No text is complete without the support, guidance, and advice of professionals in the field. We are grateful for the reviewers listed below who contributed their time and academic expertise toward developing this project:

Joe S. Anderson, Northern Arizona University
B. R. Baliga, Wake Forest University
J. Thad Barnowe, Pacific Lutheran University
Linda M. Bleicken, Georgia Southern University
James R. Bradshaw, Brigham Young University—Hawaii

Charles M. Byles, Virginia Commonwealth University
Ralph F. Catalanello, Northern Illinois University
Peggy E. Chadhry, Villanova University
Manmohan D. Chaubey, Indiana University of Pennsylvania
Raffaele DeVito, Emporia State University
Richard E. Dutton, University of South Florida
Patricia Feltes, Southwest Missouri State University
Phil Hall, University of Nebraska—Lincoln
David M. Hopkins, University of Denver
Martin Kilduff, Penn State University
Robert C. Maddox, University of Tennessee—Knoxville
John J. Millar, Tiffin University
Ray Montagno, Ball State University
Mark F. Peterson, Texas Tech University
Richard B. Peterson, University of Washington
Joel Rudin, University of Central Oklahoma
William E. Spruce, The University of Texas at San Antonio
John Stanbury, Indiana University Kokomo
Kenneth R. Tillery, Middle Tennessee State University
Arthur Whatley, New Mexico State University

We would like to offer our thanks to the members of the South-Western College Publishing management and marketing team. We especially extend our gratitude to Barb Fuller Jacobsen, our Production Editor, for expertly coordinating the many elements of the production process (and more!) with us; to Dr. Katherine Pruitt-Schenck; and finally, to John Szilagyi, our Acquisitions Editor, who helped keep this project focused and on track. With their expertise, advice, and encouragement, we were able to channel our thoughts, ideas, and research into developing a quality, timely product.

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