

Lead City University, Ibadan
Faculty of Social Sciences & Management studies
Department of Management & Accounting
Semester & Session: 1st Semester 2017/2018

Course Title: Comparative Management
Course code: Bus 415
Status: Compulsory

LECTURE DETAILS:

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Area of Specialization: Entrepreneurship, Business Administration, Community Development, Human Resource Management, Industrial and Labour Relations

ASSESSMENT

Continuous assessment:	20%
Examination:	<u>80%</u>
Total	<u>100%</u>

COURSE DESCRIPTION

This course is focused upon the study of management in an international context. It examines and compares management practices of different types of organizations, across countries and cultures. The study of comparative management requires a basic understanding of organizational behaviour in a highly competitive global market place. The course considers management functions and manager skills-including similarities and differences between domestic and international management. Problems and opportunities of transferring management practices from one culture to another will be addressed.

Specifically, this course provides management and organisation knowledge and skills that will enable students to function more effectively in an international environment. It assists' students in career development and persona! and professional effectiveness in international business.

Transferable Skills

This course promotes the development of interpersonal skills, self-management skills, team work, and oral communication as well as the development of problem-solving and decision-making skills.

WEEK1:

- Perspectives on global management

WEEK 2:

- Strategic Management in an International context (Planning and decision making).
Planning and decision making in Japan, United States, China and Nigeria

WEEK 3:

- **Government-Business Relations**

1. Main sectors where Foreign Direct Investment (FDI) takes in the global context.
2. Direct economy effects of FDI in terms of employment, whether there is transfer of skills and technology as well as its economy and social consequences in terms of issues such as income inequality, the economy and cultural autonomy whether FDI is a benefit to an economy or it should be discouraged.

WEEK 4:

- **Business Organization and Strategic Management**

1. Whether the ownership structure of a company could influence its business strategy.
2. Is the management of public sector companies prone to suffering from a 'civil service type of conservatism and lack of dynamism?.

Case study: *Management lessons from the Nigerian Ports Authority (NPA), NITEL etc.*

WEEK 5:

- **National and Corporate Cultures**

Critical evaluation of the five basic elements of culture, i.e.

- 1 Social structure
- 2 Language
- 3 Communication
- 4 Religion
- 5 Values and attitudes

- **Geert Hofstede's Model of National Cultural Differences**

WEEK 6:

- **Global trends in Human resource management.**

WEEK 7:

- **Leadership and the International Manager**

Comparison of leading practices in Japan, the United States, China and Nigeria.

WEEK 9:

- **International Ethics and Corporate Social Responsibility**

WEEK 10:

- **Forms of multinational/global organization**

WEEK 11:

- **International strategies and options I Modes of Entry**

1. Exporting
2. International licensing
3. International franchising

WEEK 12;

- **International strategies and options II Modes of Entry**

- 1 . Foreign direct investment
 - a) Greenfield investments
 - b) Acquisitions
 - c) Joint ventures.
2. Strategic alliances

WEEK 13:

- **Review of case studies**

WEEKS:

- **Challenges facing global leaders and their implications for human resource managers**

WEEK 14:

- **Revision**

WEEK 15:

- Examination

Recommended Textbook

Duckenfield, M (2009). Management: International and Comparative perspectives. University Press: London.

Students are encouraged to read relevant business texts and trade journal articles'; listen to business interviews, discussions and news.

Tutorial Questions

- 1a. Discuss elaborately the concept of universality and transferability, of management.

- b. Compare the main view and the contribution of the Universalists and situationalists to management development
2. From your knowledge of any foreign country, outline the major elements of its culture that would, in your judgment, influence the kind of management you would expect in a typical firm
3. Discuss the relevance of efficiency and effectiveness of Fiedler-Richman model to the Nigerian managers in the public and private, sector.
4. What is the basis for comparative management? Compare and contrast the planning practices in Japanese, the French and the German owned enterprises.
5. What are the advantages of multinational corporations? What challenges must they meet? Give examples
6. Write short notes on the meaning of the following terms used in the taxonomy of management skills: (i) Technical skills, (ii) Human skills, and (iii) Conceptual skills.
7. Discuss fully, the contributions of the classical school to comparative management.
8. (a) Explain how human and material resources can be opportunities in an organizational setting.
(b) Discuss the practical management problem host countries as concerns:
9. (a) Technology Transfer (ii) Culture (iii) Training and Development (iv) Barriers (v) Trade (vi) Staffing (vii) wages and salary administration
(b) In recent years, there has been a significant volume of international businesses. Explain the reasons that prompt firms to go multinational.
10. What are the possible impacts of multinational enterprises on their host countries in West Africa?
11. How does Japanese management style differ from United States management style?
12. Discuss the concept of globalization and its implication for the growth of third world economies.
13. (a) Distinguish between the terms; productivity and production, (b) Discuss the various types of productivity known to you.
14. Take an enterprise - whether business or non business with which you are familiar and apply the Koontz model to see if its success or failure is due to managerial or non managerial factors.
15. What are the challenges to globalization for productivity and quality, of goods.