

University of North Texas at Dallas

Fall 2016

MGMT 5660: International Management (3Hrs) Syllabus

School of Business

Instructor Name: *Dr. Banu Goktan*
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Office Hours: Tuesday & Thursday 9:30AM to 12:30PM

Classroom Location: *DAL 2 242*
Class Meeting Days & Times: Sa 9:00AM - 12:00PM **Meeting Dates: Nov. 12, Nov. 19, Dec. 3**

Course Catalog Description: A comprehensive framework is used to study the management of multinational operations in cross-cultural environments with a focus on the decisions that managers must make. Topics include strategic planning, organization, human resources, operations management, entrepreneurship and ethics.

Prerequisites: None
Co-requisites:

Required Text: Cullen, J.B. & Parboteeah, K. P. (2014). *Multinational Management: A Strategic Approach*, 6th ed. South-Western, Cengage Learning
ISBN-13: 978-1-285-09494-6
ISBN-10: 1-285-09494-8

Recommended Text and References: <http://www.economist.com/>
<http://www.cnn.com/WORLD/>
<http://www.bbc.co.uk/news/world/>
<http://www.reuters.com/news/world>

Course Goals or Overview:

The goal of this course is to teach students an international perspective in business.

Learning Objectives/Outcomes: At the end of this course, the student will

- 1 have an overview of management in a multinational organization.
- 2 gain a better understanding of the impact of culture and diversity of environments on traditional management functions: planning, organizing, directing/staffing and controlling.
- 3 identify current problems, issues and trends faced by multinational managers.
- 4 gain an understanding of the day-to-day life of a manager working for a multinational organization.
- 5 develop an understanding of the evolution of multinational organizations and the role of management.

Course Outline

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated via Blackboard.

	TIMELINE
Multinational Management in a Changing World (Chp.1) Culture and Multinational Management (Chp. 2) <i>Quiz Chp. 1 & Quiz Chp. 2</i>	Week of Oct. 17 <i>Quizzes due Oct. 25 at 11:59pm</i>
The Institutional Context of Multinational Management (Chp. 3) Managing Ethical and Social Responsibility Challenges In Multinational Companies (Chp. 4) <i>Quiz Chp. 3 & Quiz Chp. 4</i>	Week of Oct. 24 <i>Quizzes due Nov.1 at 11:59pm</i>
Strategic Management in the Multinational Company: Content and Formulation (Chp. 5) Multinational and Entry-Mode Strategies: Content and Formulation (Chp. 6) <i>Quiz Chp. 5 & Quiz Chp. 6</i>	Week of Oct. 31 <i>Quizzes due Nov.8 at 11:59pm</i>
Organizational Design for Multinational Companies (Chp. 8) International Strategic Alliances: Design and Management (Chp. 9) <i>Quiz Chp. 8 & Quiz Chp. 9</i>	Week of Nov.7 <i>Quizzes due Nov.15 at 11:59pm</i>
In-class meeting Country Presentations	November 12
International Human Resource Management (Chp. 11) HRM in the Local Context: Knowing When And How to Adapt (Chp. 12) International Negotiation and Cross Cultural Communication (Chp. 13) <i>Quiz Chp. 11, Quiz Chp. 12 & Quiz Chp. 13</i>	Week of Nov. 14 <i>Quizzes due Nov.22 at 11:59pm</i>
In-class meeting Country Presentations	November 19
Motivation in Multinational Companies (Chp. 14) Leadership and Management Behavior in Multinational Companies (Chp. 15) <i>Quiz Chp. 14 & Quiz Chp. 15</i>	Week of Nov. 21 <i>Quizzes due Nov.29 at 11:59pm</i>
ESSAY EXAM	Week of Nov. 28 <i>Due on Dec. 6 at 11:59pm</i>
In-class meeting Videos	December 3
Discussion Week Discussion will be open during this week only.	Week of Dec. 5 <i>Discussion board closes on Dec. 11th at 11:59 pm.</i>

Course Evaluation Methods

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course.

Quizzes – Students will take the Quizzes on Blackboard. Quizzes are due on Sundays at 11:59pm. Quizzes are available at the beginning of the semester and they need to be completed by the due date. It is the student's responsibility to become proficient at Blackboard.

Quizzes are available under the "assessment" link on Blackboard.

Quizzes are timed. Students have 1.5 minute per question on the quiz.

You are allowed only 1 attempt.

Quizzes will consist of multiple choice type questions.

No makeup quizzes will be allowed except for documented emergencies (See Student Handbook).

Discussion – Discussions will take place on the Blackboard Discussion board and will be based on 2 CNBC Original videos on India and Coca Cola. The two questions are:

What was the most interesting aspect of Coca Cola in Africa?

What are the implications of the Indian cast system for management?

Students will watch the videos, answer the question(s) and respond to two other posts on the discussion board (Total of 3 postings).

Essay Exam – The articles that will be used for the essay exam and the questions for the exam are available on Blackboard at the beginning of the semester.

Essay Exam is available under the "Assessment" link on Blackboard.

Below are the two exam questions. You can find the articles you need for each question in Blackboard. Please read all the articles and refer to at least 10 (for 2 questions) of them. What I am looking for in your answers is an understanding, synthesis and critical evaluation of the articles. You don't need to answer each segment of the question separately. For example question 1 consists of sub questions. When answering question one, please write one answer addressing all the sub parts of the question. Your answers to each of the two questions should be approximately 3 double spaced pages. When you are ready to submit your answers, please submit one document via the Turnitin Assignment link.

It is very important to cite your sources when answering the questions. If you don't cite the source in your answer, I cannot know where/which article information comes from or whether it is your idea or someone else's. You should not only cite quotations but also any ideas that belong to other people. Even when there is no intention of plagiarism, incorrect or lack of citation may lead to a perception of plagiarism (defined as a) intentionally, knowingly, or carelessly presenting the ideas, phrasing or work of another without

proper citation, b) quoting or paraphrasing another without citing proper sources. See UNT Dallas Code of Academic Integrity.)

Please submit your answers as one document through the Turnitin link on Blackboard under Assessments.

Globalization and Emerging Markets: Define Globalization. What are the costs and risks of globalization and what are challenges for global companies? Define emerging markets. What are the advantages, opportunities, risks and challenges in emerging markets? How can multinational companies be successful in emerging markets (what are critical success factors)? Will China and India continue to be attractive markets?

Globalization and the United States Economy/Competitive Advantage: Does globalization lead to job loss or job creation in the US? How does globalization affect the American economy? What are the challenges and opportunities for the US in the global market? Is US losing its competitive advantage? What are factors that make a location (market attractive)? What is the competitive advantage of China? Do China and other emerging markets present a competitive threat to the United States?

Country Presentation – Students will be placed in groups. Each group will choose a country, do research about the country and present findings in class. Each presentation is expected to be approximately 30 minutes. Professional attire is required for presentation.

There are 2 presentation dates. Groups will pick their dates on a first come first served basis.

Projects will be evaluated based on the following:

1. Analysis (Breadth and depth of topics covered, linkages among issues, creativity in application and interpretation, relatedness of the material etc.)
2. Research (Research efforts, variety and number of sources (interviews, journal articles, newspapers, online sources, government sources etc.) used, success in applying research to the topic, etc.)
3. Application of course material (Successful use of constructs, frameworks, etc. learned in class in analyzing the topic)
4. Organization and style of presentation (Logical order of topics, clarity, linkages among issues, ability to present the key points, etc.)

Presentation Should Address the Topics Listed Below:

- 1) The impact of globalization on international trade between this country and (a) the world, and (b) the US.
- 2) Discuss this country's cultural characteristics. Use Hofstede's framework to classify the culture in this country and compare it to that in the United States. Draw appropriate and insightful conclusions about the importance of cultural differences on doing business in that country.
- 3) Discuss this country's legal, political and financial system. Also, discuss the status of this country's infrastructure support (e.g. transportation, electricity, communication/information system, etc.).

- 4) Paint a picture of the national economy of this country. Assess which sectors are expected to drive the economy in the next few years. What are your projections (provide data) on the state of this country's economy in the next 5-10 years?
- 5) General presentation of business practices in the country.
 Make special notes on those areas where the business practices in this country differ from those in the US. For example:
 - Social and cultural “dos and taboos” for conducting business. (e.g., Cultural stereotypes, regional differences, local customs, communication styles, correspondence, dress and appearance, language, entertainment, socializing, networking, gift-giving, etc.)
 - Religion and gender issues
 - Impact of politics, legal and education system
 - Impact of foreign business practices on local industries
 - Business ethics and the underground economy
 - The income distribution spread between rich and poor
 - Negotiating with business executives from that country
- 6) Evaluate the national resources (e.g., natural, financial, and human resources, political legal and educational climates, culture and other social factors, etc.) in relation to how they affect business in the country.
- 7) Identify at least two sectors of the economy that could be the most attractive targets for US companies. What makes these sectors attractive?

Grading Matrix:

Instrument	Value (points or percentages)	Total
Quizzes	13 quizzes at 10 points each	130
Country Presentation	50 points	50
Essay Exam	100 points	100
Discussion	2 discussions at 10 points each	20
Total:		300

University Policies and Procedures

Students with Disabilities (ADA Compliance):

The University of North Texas Dallas faculty is committed to complying with the Americans with Disabilities Act (ADA). Students' with documented disabilities are responsible for informing faculty of their needs for reasonable accommodations and providing written authorized documentation. For more information, you may visit the Office of Disability Accommodation/Student Development Office, Suite 115 or call Laura Smith at 972-780-3632.

Student Evaluation of Teaching Effectiveness Policy:

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider the SETE to be an important part of your participation in this class.

Exam Policy:

No makeup examinations will allowed except for documented emergencies (See Student Handbook).

Academic Integrity:

Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of conduct and Academic Dishonesty policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to the Student Code of Conduct at http://www.unt.edu/csrr/student_conduct/index.html for complete provisions of this code.

Bad Weather Policy:

On those days that present severe weather and driving conditions, a decision may be made to close the campus. In case of inclement weather, call UNT Dallas Campuses main voicemail number (972) 780-3600 or search postings on the campus website www.unt.edu/dallas. Students are encouraged to update their Eagle Alert contact information, so they will receive this information automatically.

Attendance and Participation Policy:

The University attendance policy is in effect for this course. Class attendance and participation is expected because the class is designed as a shared learning experience and because essential information not in the textbook will be discussed in class. The dynamic and intensive nature of this course makes it impossible for students to make-up or to receive credit for missed classes. Attendance and participation in all class meetings is essential to the integration of course material and your ability to demonstrate proficiency. Students are responsible to notify the instructor if they are missing class and for what reason. Students are also responsible to make up any work covered in class. It is recommended that each student coordinate with a student colleague to obtain a copy of the class notes, if they are absent.

Diversity/Tolerance Policy:

Students are encouraged to contribute their perspectives and insights to class discussions. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions which violate the Code of Student Conduct will be referred to the Center for Student Rights and Responsibilities as the instructor deems appropriate.

Other Policies:

Students are expected to use proper written and oral communication.

e-mail: Please follow the guidelines listed below:

- Give message a subject/title
- Start the message with a greeting. (ex. Dear Dr. Goktan)
- Make sure your message is clear and free of spelling and grammar mistakes
- Make sure your message has an ending (ex. Sincerely, regards, best wishes)
- Include your name at the end of the message. If you are sending an e-mail to banu.goktan@unt.edu, include the course and section number for the course as well.

Communication: Preferred method of communication for this course is Blackboard e-mail. I check my Blackboard e-mail at least once a day during the week and at least once during the weekend. If it is an urgent issue, send a copy of your e-mail to banu.goktan@untdallas.edu.

Readings: Students are required to bring their own copies of articles to class on both days each week there is a reading assignment.