

University of North Texas at Dallas  
Spring 2012  
Syllabus  
Management 4660D-090: International Management-3 hours  
Thurs 7-9:50 p.m. Dallas Bldg 2 #101

Instructor: Mark Treger

Adjunct instructor offices are located in bldg 2, room 305

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Best way to reach me is by phone 8am-8pm 7 days a week, or before or after class in person. On campus available to meet before or after class; please call my cell to coordinate.

Course provides a comprehensive framework to study management of multinational operations in cross-cultural environments, with focus on decisions managers must make. Topics include strategic planning, organization, human resources, operations management, entrepreneurship and ethics.

Text: **Multinational Management** by J. B. Cullen and K. P. Parboteeah, *any edition*, published by South-Western Cengage Learning. ISBN for 5<sup>th</sup> edition is 978-4390-8065-8 or 1-4390-6065-8.

Course grade will be *average of exam grades, adjusted for attendance and participation*. **The exams include two take-home exams, plus a possible short-answer final exam.** All exams are based on **lecture and text readings**. In general, 90%=A, 80%=B, 70%=C, 60%=D, however instructor reserves right to lower the averaged grade of the three exam grades by as much as 5 points for **poor class attendance**, or raise it up to 5 points for **consistent, high-quality class participation**, as judged by the instructor.

The goal of this course is to expose students to multinational management concepts, practices and activities as outlined above. Learning outcomes are for the student to develop facility with the basic concepts, practices and activities covered in the course. The course will draw heavily on the text and its case materials, supplemented with perspective of a practitioner who consulted to multinational corporations for 20 years. We will follow the outline of the text, in 5 sections:

1. Foundations of Multinational Management
2. Strategy Content and Formulation for Multinational Companies
3. Management Processes in Strategy Implementation: Design Choices for Multinational Cos.
4. Strategy Implementation for Multinational Cos: Human Resources Management
5. Strategy Implementation for Multinational Cos: Interaction Processes

Learning Objectives/Outcomes: At the end of the semester the student should be more aware of world geographic, political and business environments, including current events and trends, and be familiar with important aspects, concepts and tools of multinational management. Also the student should learn how cultures can influence business functions, and issues surrounding the value chain and human resources management in a global business environment.

In general the course will be lecture and discussion. **The exams will draw heavily on lecture**

material as well as text reading, so attendance to all classes is required.

### **Schedule--Date/Text Pre-read Chapters in Multinational Management /Topics**

#### **Week of...**

**1/19:** Introduction and overview. Review syllabus and text. Discuss exam and grading process.

*Part one: foundations of multinational management*

**1/26: Multinational management in a changing world (Chpt 1)**

**2/9: Culture and multinational management (Chpt 2)**

**2/23: Institutional context of multinational management (Chpt 3); Managing ethical and social responsibility challenges in multinational mgmt (Chpt 4)**

*Part two: strategy content and formulation for multinational companies*

**3/1: Strategic management in the multinational company: content& formulation,(Chpt 5);**

*Take -home exam 1 handed out, due 3/29.*

**3/8: Multinational and participation strategies: content & formulation (Chpt 6); Small business and international entrepreneurship: overcoming barriers and finding opportunities (Chpt 7)**

*Part three: Management processes in strategy implementation: design choices for multinational companies*

**3/22: Organizational designs for multinational companies (Chpt 8)**

**3/29: International strategic alliances: design and management (Chpt 9); Multinational e-commerce: strategies and structures (Chpt 10).Take-home exam 2 handed out, due 4/19 .**

*Part four: strategy implementation for multinational companies : human resources management*

**4/5: International human resources management (Chpt 11); HRM in the local context: knowing when and how to adapt(Chpt 12).**

*Part five: strategy implementation for multinational companies: interaction processes*

**4/12: International negotiation & cross-cultural communications (Chpt 13); Motivation, leadership & management behavior in multinational cos (Chpt 14 & 15)**

**4/19: Recap course themes and expectations for final exam.**

**Short-answer final exam at scheduled time during finals week.**

#### ***University Policies and Procedures***

**Students with Disabilities (ADA Compliance):**The UNT 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, 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:** Student Evaluation of Teaching Effectiveness (SETE) is a requirement of 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 your feedback as to how this class can be more effective, and value your completion of the SETE as an important part of your class participation.

**Exam Policy:** Exams should be taken as scheduled. Makeup exams will only be allowed 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/csrs/studentconductindex.html> for complete provisions of this code.

**Bad Weather Policy:** On 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 main voice mail 972/780-3600 or search postings on campus website [www.unt.edu/dallas](http://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 text will be discussed in class. Students are responsible to notify the instructor if they miss class and for what reason, and are responsible to make up any work they missed. It is recommended that each student obtain a copy of a classmate's notes to review, for any class they miss.

**Diversity/Tolerance Policy:** Remarks that violate the Student Code of Conduct regarding nationalities, ethnic groups, sexual preferences, religious groups, genders or other ascribed statuses will be referred to the Center for Student Rights and Responsibilities as the instructor deems appropriate.