

**University of North Texas at Dallas  
Spring 2017  
SYLLABUS**

<b>MGMT 4660: International Management - 3 HRS</b>	
<b>Department of</b>	<b>School of Business</b>
<b>Instructor Name:</b>	Trond Bergestuen
<b>Office Location:</b>	FH, 302A (Adjunct Faculty landscape)
<b>Office Phone:</b>	817-372-8759
<b>Email Address:</b>	trond.bergestuen@untdallas.edu
<b>Office Hours:</b>	Wednesdays & Thursdays, 6:00-7:00PM
<b>Course Format/Structure:</b>	Face to face
<b>Classroom Location:</b>	FH212
<b>Class Meeting Days &amp; Times:</b>	Wednesdays, 7:00-9:50PM
<b>Course Catalog Description:</b>	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
<b>Prerequisites:</b>	None
<b>Co-requisites:</b>	None
<b>Required Text:</b>	Cullen, J.B. & Parboteeah, K.P. (2014). Multinational Management: A Strategic Approach, 6 <sup>th</sup> ed. South-Western, Cengage Learning ISBN-13: 978-1-285-09494-6 ISBN-10: 1-285-09494-8
<b>Recommended Text and References:</b>	<a href="http://economist.com/">http://economist.com/</a> <a href="http://cnn.com/WORLD">http://cnn.com/WORLD</a> <a href="http://www.bbc.uk/news/world/">http://www.bbc.uk/news/world/</a> <a href="http://www.reuters.com/news/world">http://www.reuters.com/news/world</a>
<b>Access to Learning Resources:</b>	UNT Dallas Library: (Founders Hall) phone: (972) 780-1616 web: <a href="http://www.untdallas.edu/library">http://www.untdallas.edu/library</a> e-mail: <a href="mailto:Library@untdallas.edu">Library@untdallas.edu</a> UNT Dallas Bookstore: (Building 1) phone: (972) 780-3652 web: <a href="http://www.untdallas.edu/bookstore">http://www.untdallas.edu/bookstore</a> e-mail: <a href="mailto:untdallas@bkstr.com">untdallas@bkstr.com</a>
<b>Course Goals or Overview:</b>	The goals of this course is to teach students an international perspective in business.
<b>Learning Objectives/Outcomes:</b> At the end of this course, students will:	
1	have an overview of management in a multinational organization
2	outline and discuss the impact of culture and diversity of environments on traditional management functions: planning, organizing, directing/staffing and controlling.
3	define international business ethics and social responsibility.
4	identify current problems, issues and trends faced by multinational managers.
5	discuss the day-to-day life of a manager working for a multinational organization.
6	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 in class or via class email or Blackboard announcement. Additional readings and activities may be added, these will be noted in the Readings and Activities/Assignments sections.

Timeline	Topics	Related SLO	Readings/Activities/Assignments
Class 1 1/18/17	Multinational Management in a Changing World		Read C&P Chapter 1  Introduction and presentation of syllabus in class.
Class 2 1/25/17	Culture and Multinational Management		Read C&P Chapter 2 Read "Cultural Constraints in Management Theories" by Geert Hofstede before class.  Watch video in class: Cultural Dimensions  <i>What's due: Submit News Report 1 by 7pm</i>
Class 3 2/1/17	International Human Resource Management  HRM in the Local Context: Knowing When And How to Adapt		Read C&P Chapter 11 & 12  <i>What's Due: Submit News Report 2 by 7pm</i>
Class 4 2/8/17	International Negotiation and Cross Cultural Communication  Motivation in Multinational Companies		Read C&P Chapter 13, 14  <i>What's Due: Submit News Report 3 by 7pm</i>
Class 5 2/15/17	Leadership and Management Behavior in Multinational Companies  The Institutional Context of Multinational Management		Read C&P Chapter 15, 3 Read "Competitive Advantage of Nations" by Michael Porter before class.  <i>What's Due: Submit Article Review 1 by 7pm</i>
Class 6 2/22/17	Managing Ethical and Social Responsibility Challenges In Multinational Companies		Read C&P Chapter 4  <i>What's Due: Submit Article Review 2 by 7pm</i>
Class 7 3/1/17	<i>Review for Midterm exam</i>		Watch video in class: India Rising
3/8/17	<b>MIDTERM/EXAM 1 (Blackboard)</b>		Chapters 1, 2, 11-15
3/15/17	<b>SPRING BREAK</b>		

Class 8 3/22/17	Strategic Management in the Multinational Company: Content and Formulation		Read C&P Chapter 5
Class 9 3/29/17	Multinational and Entry-Mode Strategies: Content and Formulation		Read C&P Chapter 6  <i>What's Due: Submit Article Review 3 by 7pm</i>
Class 10 4/5/17	Organization Design and Multinational Companies		Read C&P Chapter 8
Class 11 4/12/17	International Strategic Alliances: Design and Management		Read C&P Chapter 9  Watch video in class: Coca Coca
Class 12 4/19/17	Country Presentations I		
Class 13 4/26/17	Country Presentations II		
Class 14 5/3/17	Country Presentations III+ Review for Final Exam		
5/10/17	<b>FINAL EXAM/EXAM 2 (Blackboard)</b>		C&P Chapters 3-6, 8-9

## Course Evaluation Methods

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

### Exams: -

Students will take the exams on Blackboard. It is the student's responsibility to become proficient at Blackboard. Exams will consist of multiple choice type questions.

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

### Assignments: -

**News Report** (3 assignments) – Each student is expected to summarize a news article related to international management from one of the following sources and submit a summary/critical evaluation before class on the stated dates. Submissions will be via Turnitin. Each report is expected to be approximately 1 double spaced page.

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

**Article Review** (3 assignments)– Each student will choose 3 articles (other than “Cultural Constraints in Management Theories” and “Competitive Advantage of Nations”) from the folder titled “Articles” on Blackboard under course content. Students are expected to read and write a critical evaluation of the articles. Each article review/critical evaluation is expected to be approximately 2 double spaced pages. Article reviews will be submitted via Turnitin.

### Project: -

**Country Presentation** – Each group of students (3-4 per group) will choose a country, do research about the

country and present findings in class. Each presentation is expected to be approximately 45 minutes. Professional attire is required for presentation.

**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:**

<b>Instrument</b>	<b>Measures SLO</b>	<b>Value (points or percentages)</b>	<b>Total</b>
News Reports		3 reports at 6 + 7 + 7 points	20
Article Reviews		3 papers at 10 points each	30
Country Presentation		100 points (group grade)	100
Midterm Exam		150 points	150
Final Exam		150 points	150
<b>TOTAL:</b>			<b>450</b>

### Grade Determination

A = 405 - 450 pts; i.e.90% or better

B = 360 - 404 pts; i.e.80 – 89 %

C = 315 - 359 pts; i.e.70 – 79 %

D = 270 - 314 pts, i.e.60 – 69 %

F = 269 pts or below; i.e. less than 60%

### University Policies and Procedures

**Students with Disabilities (ADA Compliance):** The University of North Texas at Dallas makes reasonable academic accommodation for students with disabilities. Students seeking accommodations must first register with the Disability Services Office (DSO) to verify their eligibility. If a disability is verified, the DSO will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, DSO notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet/communicate with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Disability Services Office website at <http://www.untdallas.edu/disability>. You may also contact them by phone at 972-338-1777; by email at UNTDdisability@untdallas.edu or at Founders Hall, room 204. (UNTD Policy 7.004)

**CoursEval Policy:** Student's evaluations of teaching effectiveness is a requirement for all organized classes at UNT Dallas. 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 students' evaluations to be an important part of your participation in this class.

**Assignment Policy:** Articles are available on Blackboard at the beginning of the semester. Students can submit their Articles Reviews any time before the due date. News Reports should be based on current (weekly) news. This course requires Blackboard knowledge.

**Exam Policy:** Exams will be on Blackboard, and students may take the exam from home. Exams should be taken as scheduled. No makeup examinations will be 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 Academic Integrity 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 Academic Integrity (Policy 7.002) at [http://www.untdallas.edu/sites/default/files/page\\_level2/pdf/policy/7.002%20Code%20of%20Academic\\_Integrity.pdf](http://www.untdallas.edu/sites/default/files/page_level2/pdf/policy/7.002%20Code%20of%20Academic_Integrity.pdf) Refer to the Student Code of Student Rights, Responsibilities and Conduct at [http://www.untdallas.edu/sites/default/files/page\\_level2/hds0041/pdf/7\\_001\\_student\\_code\\_of\\_conduct\\_may\\_2014.pdf](http://www.untdallas.edu/sites/default/files/page_level2/hds0041/pdf/7_001_student_code_of_conduct_may_2014.pdf) Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabrication of information or citations, facilitating acts of dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students. In addition, all academic work turned in for this class, including exams, papers and written assignments must include the following statement: "On my honor, I have not given, nor received, nor witnessed any unauthorized assistance that violates the UNTD Academic Integrity Policy."

**Bad Weather Policy:** Campus facilities will close and operations will be suspended when adverse weather and/or safety hazards exist on the UNTD campus or if travel to the campus is deemed dangerous as the result of ice, sleet or snow. In the event of a campus closure, the Marketing and Communication Department will report closure information to all appropriate major media by 7 a.m. That department will also update the UNTD website, Facebook and Twitter with closing information as soon as it is possible. For more information please refer to <http://www.untdallas.edu/police/resources/notifications>

**Attendance and Participation Policy:** (Discuss your attendance and participation policy.)

The University attendance policy is in effect for this course. Please refer to Policy 7.005 Student Attendance at <http://www.untdallas.edu/hr/upol>

**Diversity/Tolerance Policy:** Students are encouraged to contribute their perspectives and insights to class discussions. However, offensive and 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 Dean of Students as the instructor deems appropriate. (UNTD Policy 7.001)

**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 Professor Bergestuen)
- 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 [trond.bergestuen@untDallas.edu](mailto:trond.bergestuen@untDallas.edu), include the course and section number for the course as well (MGMT4660).

**Communication:** Preferred method of communication for this course is e-mail ([trond.bergestuen@untDallas.edu](mailto:trond.bergestuen@untDallas.edu)). I check my e-mail at least once a day during the week and at least once during the weekend. If it is an urgent issue, send me a text (817.372.8759)

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