

University of North Texas at Dallas
SUMMER 2015
SYLLABUS
Internet

MGMT 4660: International Management 3Hrs	
Department of	Management
Division of	Urban and Professional Studies
Instructor Name:	Dr. Patricia Smallwood
Office Location:	Virtual
Office Phone:	214- 801-8527
Email Address:	Patricia.Smallwood@unt.edu
Office Hours:	Vary – Email In Blackboard For Questions
Virtual Office Hours:	8:00 a.m. – 8:00 p.m. – Monday - Friday
Classroom Location:	University North Texas
Class Meeting Days & Times:	Internet
Course Catalog Description:	A comprehensive framework is used to study the management of multinational operation 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:	None
Required Text:	Multinational Management By J.B. Cullen & K.P. Parboteeah 6th Edition
Recommended Text and References:	N/A
Access to Learning Resources:	UNT Dallas Library: phone: (972) 780-3625; web: http://www.unt.edu/unt-dallas/library.htm UNT Dallas Bookstore: phone: (972) 780-3652; e-mail: 1012mgr@fhcg.follett.com
Course Goals or Overview:	
	<ul style="list-style-type: none"> ▪ The goal of this course is to provide an overall comprehensive framework the study of International Management.

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	Develop an understanding of the evolution of multinational organizations and the role of management.

Course Outline

Week	Date	Reading Assignment	Other Assignments	Assessments/Exam
		Semester Begins		
1	July 13 – July 19	Submit Bio's (1) Multinational Management In A Changing World (2) Culture And Multinational Management (3) The Institutional Context of Multinational Management	Post your personal Bio Day 1	Discussion Questions 1,2,3 (Tue/Wed/Fri) Refer To Page 4
2	July 20 – July 26	(4) Managing Ethical and Social Responsibility in Multinational Companies (5) Strategic Management In The Multinational Company Content And Formulation (6) Multinational and Entry-Mode Strategies: Content and Formulation		Discussion Questions 4,5,6 (Tue/Wed/Fri) Refer To Page 4
3	July 27 – August 2	(7) Small Businesses And International Entrepreneurship: Overcoming Barriers And		Discussion Questions 7,8,9 (Tue/Wed/Fri) Refer To Page 4

		Finding Opportunities (8) Organizational Design For Multinational Companies (9) International Strategic Alliance Design and Management		
3		Chapters 1-9		Exam #1
4	August 3 – August 9	(10) Multinational E-Commerce Strategies and Structure		Discussion Questions 10/11,12 (Tue/Wed/Fri)
		(11) International Human Resources Management (12) HRM In The Local Context – Knowing When And How To Adopt		Refer To Page 4
5	August 10 – August 14	(13) International Negotiation And Cross-Cultural Communication		Discussion Questions 13,14,15 (Tue/Wed/Fri) Refer To Page 4
		(14) Motivation In Multinational Companies		
		(15) Leadership And Management Behavior In Multinational Companies		
5	August 14	Chapters 10 - 15		Exam #2

Course Evaluation Methods

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

Grading Matrix:

Instrument	Value (points or percentages)	Total
Country Presentation		100

Tests	100 Points For Each Test	200
Discussion Questions	15 Discussion Questions	150
Total:		450

Discussions (Online): You must log on and complete the Discussion Question on the respective days (Tuesday, Wednesday, and Friday) for the discussion board assignment. Then respond to at least **one student's response during the week.** Later in the week, log back in and read what fellow students have written back to you and also respond to their postings. Please be aware that you will lose points if you (1) Wait and do all your postings on the same day, or (2) If you post only once to each item. It is very important to note that you must have a total of **3 postings for each Discussion Board assignment**—your response, plus your meaningful responses to two classmates' postings. Please make sure to do your postings in the period scheduled, not before or after. After posting points for each week's Discussion Board, I do not go back in to read *late* postings. Failure to post will result in the student being counted absent and a zero will be assigned for the missed class.

Discussion Questions

Week One

1. Name three characteristics for the next generation of successful multinational managers must have.
2. Read the case – Chapter 2 – Jextra Neighborhood Stores in Malaysia. (Question) What are the pressures Chong faces to perform well, and what are the pressures he faces to perform ethically?
3. Describe and explain the differences between national cultures context and institutional context.

Week Two

4. Define International Business Ethics, Social Responsibility and provide an example.
5. What are the two primary generic strategies? Explain the multinational application of Generic Strategies.
6. List and describe three special licensing agreements.

Week Three

7. When should a small business go International?
8. What is an Export Department and list some functions of the export department. (b) List the four broad types of control systems.
9. The soft side of Alliance Management, what is the importance of commitment and trust?

Week Four

10. List and explain three steps for successful E-Commerce Strategy.
11. Women are considered as foreigners, not female. What are some advantages and disadvantages for hiring female foreigners?
12. List three major issues that affect national differences in HRM.

Week Five

13. Define and explain Haptics, Oculistics, and Olfactios.
14. What do people value in the work?
15. What is a definition of a successful global leader?

Exams – Students will take two exams on Blackboard. Exams will consist of multiple choice and will be timed.

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

Country Presentation – Each student will choose a country, do research about the country and present findings. The students will submit a PowerPoint 10-12 slides.

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 SYSTEM

UNT Dallas' grading system uses the letters A, B, C, D, F, P, NP, I, PR, W, WF, and Z.

A — excellent work, four grade points for each semester hour.

B — good work, three grade points for each semester hour.

C — fair work, two grade points for each semester hour.

D — passing work, one grade point for each semester hour.

F — failure; given when a student (1) has failed the course while still

officially enrolled at the end of the term/semester; (2) is failing a course and misses the final examination without satisfactory explanation; or (3) stops attending class without processing an official drop or withdrawal. P — passed; a credit grade (1) on pass/no pass option, (2) on student teaching, and (3) in selected undergraduate and graduate individual problems, research, thesis and dissertation courses.

NP — not passed; a failing grade on the pass/no pass option; non-punitive.

I — I is a non-punitive grade given only during the last one-fourth of a term/semester and only if a student (1) is passing the course and (2) has justifiable and documented reason, beyond the control of the student (such as serious illness or military service), for not completing the work on schedule. The student must arrange with the instructor to finish the course at a later date by completing specific requirements. These requirements must be listed on a Request for Grade of Incomplete form signed by the instructor, student and department chair and must be entered on the grade roster by the instructor. Grades of I assigned to an undergraduate course at the end of the Fall 2007 semester and later will default to F unless the instructor has designated a different automatic grade. See also “Removal of I” policy in the Academics section of this catalog.

PR — used to show that work is in process on thesis or dissertation in courses numbered 5950D.

W — drop or withdrawal without penalty. Given when a student drops a course or withdraws from the university prior to the end of the sixth week of classes of long terms/semesters or corresponding dates for summer sessions. After that time the student must have a passing grade for the instructor to assign a grade of W for a dropped course; otherwise, the grade of WF is recorded.

WF — drop or withdrawal with a failing grade. Instructor may drop a student with a grade of WF from courses for nonattendance. May be assigned from the 7th through the 13th week of classes of long terms/semesters or corresponding dates for summer sessions.

Z - used to indicate that a grade was not properly received and/or recorded for a course.

Note: No grade points are allowed for grades F, I, NP, P, PR, W, WF or Z. A complete record of all previously used grades and grading systems is detailed on the official transcript.

Reference: The University of North Texas at Dallas: 2010-2011 Undergraduate and Graduate Catalog (p. 140).

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.

Late assignments will not be accepted.

Note: All papers are written using the APA Standards only.

Exam Policy:

Exams should be taken as scheduled. **No makeup examinations will be allowed** except for documented emergencies (See Student Handbook). All chapter reading assignments, classroom discussions, handouts, homework and lecture presentations will be inclusive. Once testing begins, students will not be allowed to leave the classroom until testing is completed.

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.

EXPECTATION: Students should attend each class for the entire period and be on time.

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.