



University of North Texas
G. Brint Ryan College of Business

MGMT4660 – International Management Perspectives, Spring 2023
Tuesdays, 1/13-5/5, 6:30-7:50pm, Room: FRLD 300

Instructor: Dr. Doug Killough
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Office Hours: By appointment Monday-Friday
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(Note: Please utilize the Canvas message system for communications on course related matters. The unt.edu email system is not preferred.)

COURSE DESCRIPTION

International Management Perspectives (MGMT4660) is an upper-level business course that explores implications of doing business in an international context. Content investigated in this course include how leaders and professionals collaborate with, manage, and serve: (1) international organizations; (2) cross-border teams; (3) suppliers & vendors; (4) other functional departments; and (5) customers and stakeholders, who may have differences in culture, priorities, behaviors, and ways of operating. Considerations will be offered on topics of culture, organizational structures, human resource and talent management, operations management, ethics, business strategy, negotiations, and other issues commonly encountered by multinational corporations, entrepreneurs, nonprofits, and other organizations that require cross-border leadership. The following model is offered as a developmental framework to be explored and its content collectively enhanced as the subject matter is engaged throughout the semester:

- - - The Effective Cross-border Leader - - -

Super-factors	Competencies	Behavioral Descriptions
Perspective Seeker	Globally Aware	<ul style="list-style-type: none"> •Is well-informed on current events & global affairs; proactively seeks news; curious. •Recognizes international trends & anticipates cross-border impact of events. •Identifies, critically analyzes, validates & leverages reliable information sources.
	Active Listener	<ul style="list-style-type: none"> •Seeks to understand before being understood; has big ears and small mouth. •Feedback-oriented; probes input from others with open mind; acts on learnings. •Practices appreciative enquiry; seeks & tests understanding without judgment.
	Continuous Learner	<ul style="list-style-type: none"> •Proactively seeks insight from those with different views; seeks foundational rationale. •Does not jump to premature conclusions; encourages others to challenge thinking. •Embraces notion that learning can be two-way when engaging others at all levels.
Culturally Responsive	Self-aware	<ul style="list-style-type: none"> •Conscious of own cultural orientation and potential impact of behavior on others. •Seeks awareness of and strives to mitigate personal biases and prejudices. •Recognizes the loss of value if biases or cultural differences preclude engagement.
	Organizationally Aware	<ul style="list-style-type: none"> •Understands the synergies of organizational structure, culture & performance. •Observant of group dynamics & actively seeks to foster an environment of inclusion. •Supports appropriate subcultures to harmonize/coexist within dominant culture.
	Inclusive	<ul style="list-style-type: none"> •Leverages diversity of group to foster high-performing teams; values differences. •Seeks participation/contribution from those with different views. •Pursues merit-based, equal opportunity.
Strategically Agile	Cross-border Business Acumen	<ul style="list-style-type: none"> •Realizes cross-border opportunities to leverage assets & resources to create value. •Appropriately adjusts value proposition to fit cross-border customers/stakeholders. •Balances constancy & customization of business functions across borders.
	Collaborative Negotiator	<ul style="list-style-type: none"> •Seeks to use cooperation & innovation to achieve mutually beneficial solutions. •Exercises joint control in the creation process to maximize value & shared ownership. •Effectively safeguards own interests & builds long-term, win-win relationships.
	Performance & Process Driven	<ul style="list-style-type: none"> •Accounts for cross-border differences in process designs & managing performance. •Has unrelenting grit and effectively applies cross-border leadership to achieve results. •Challenges mental paradigms to ensure strategies with host-local and global perspectives.

Please note: This model is derived from multiple sources and is tended to be development framework, from which the class can debate, contrast, and collectively revise an agreed framework as we engage the literature, other sources, and our own international, inter-cultural, and cross-border experiences.

By the end of the course, each student should have built upon her/his foundation to be a more effective international leader with an enhanced cross-cultural mindset that can be applied in multiple contexts. The course will utilize a mixture of practical applications, theoretical concepts, and experiential learning. The quality of the learning experience and value gained from this course are contingent on the students' and the instructor's daily preparation, engagement, and commitment to improve. The high standards of the University of North Texas (UNT) will be pursued in all aspects of this course, including enforcement of the UNT Code of Conduct <https://policy.unt.edu/policy/06-003>, Academic Integrity Process <http://www.vpaa.unt.edu/academic-integrity.htm>, and compliance with Title IX-related laws.

TEXTBOOK

International Business

by Geringer / McNett / Ball



SOFTWARE

Microsoft Office Suite® and **Adobe PDF Reader** are the official software packages for this class. All who are enrolled in a class in the College of Business may obtain a free-of-charge copy. Please do not submit assignments in Pages®, Word Perfect®, or links to Google Docs®.

Canvas & Technology

- The course can be accessed via <https://unt.instructure.com>
- Login using your EUID and Password
- Click "MGMT 4660" from the list of courses

This class is a hybrid course, which will utilize weekly in-person class sessions and online engagement via Canvas. Canvas will be utilized to review and submit assignments. Please note that Canvas relies exclusively on electronic technologies for online participation. Class participants are responsible for the operating condition of personal computers and the functionality of individual internet connections. The helpdesk offers support, but responsibility for technical connections, content access, assignments deliveries, and navigation of the Canvas course site resides with class participants. Please report Canvas problems to the UNT helpdesk at 940.565.2324 and be sure to ask for a ticket number as this helps to follow up and ensure resolution of technical issues.

EUID Access and Passwords:

Enterprise User Identification Numbers (EUID's) and passwords are required by the University of North Texas to access this course. You may reset your password at <https://ams.unt.edu/acctreq.php>.

Class Structure

This class is a hybrid course, featuring required weekly in-person class sessions and additional online engagement via Canvas. It is the responsibility of each class participant to show up and participate in all in-person class sessions, as well as be able to access, and appropriately use, online materials assigned in the course. Per UNT guidelines, hybrid courses require 51% or more of the course content to be delivered in person. In Dr. Doug's courses, there is no such thing as an excused absence. Students are either present or not present. If an in-person class session is missed, there is a provision to close content gaps and earn partial participation points for the missed class (this may be applied to a maximum of five in-person class sessions). Please see the Class Content Questions within the Overview page of the missed module for the participation make-up process. Canvas will be utilized to review and submit all assignments.

Key Administrative Information and Other Topics

ACADEMIC INTEGRITY

According to UNT Policy 06.003, Student Academic Integrity, (<https://policy.unt.edu/policy/06-003>) academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. All violations of the Student Academic Integrity policy will be reported. Usage of cell phones, iPhones, cameras, or any other electronic device is not allowed during a test; nor is talking to other students, soliciting or giving help. Copying, photographing, or disseminating the questions in any form is prohibited. Remember, the exam questions are randomized so you will NOT see the same questions in the same order as your classmates. The course will utilize TurnItIn as a plagiarism checker.

COLLEGE EMERGENCY EVACUATION PROCEDURES:

Severe Weather: In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.

Bomb Threat/Fire: In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts.

Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders.

DISABILITY ACCOMMODATION:

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided to me within the first week of the semester. Note that students must obtain a new letter of accommodation for every semester. For additional information see the ODA website at <http://disability.unt.edu>.

DROPPING THE COURSE:

If you decide it is necessary to drop the course, please adhere to the Academic Calendar on the Registrar's website: <http://www.unt.edu/catalog/>. Please note that Monday, April 2, 2021 is the last day for a student to drop a course. With regards to dropping the course, you will need to go to the following link: <https://registrar.unt.edu/registration/dropping-class> and click on Request to Drop Class form. If you have questions or need assistance you may go by the Department of Management in the Business Leadership Building – room 207.

EMERGENCY ALERTS:

The University of North Texas has an emergency Notification System, Eagle Alert (<https://www.unt.edu/eaglealert/>), which has the capability of calling or text messaging emergency notices. As a student, you may also register with Eagle Connect Alert to receive notification of any warnings or campus closings that are announced. Instructions for enrollment can be found at my.unt.edu. The university's radio station, KNTU 88.1 FM and website <http://www.unt.edu>, will provide updated information during an emergency situation.

PROHIBITION OF DISCRIMINATION, HARASSMENT, AND RETALIATION

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other

characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment, sexual assault, domestic violence, dating violence, and stalking. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

RETENTION OF STUDENT RECORDS

Student records pertaining to this course are maintained in a secure location by the instructor of record of the course and are kept for at least one calendar year after course completion. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

STUDENT BEHAVIOR:

Act professionally and respectfully at all times. Student behavior that interferes with an instructor's ability to conduct a class, or other students' opportunity to learn, is unacceptable, disruptive, and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior may be referred to the Dean of Students to review whether the student's conduct violated the Code of Student Conduct. The Code of Student Conduct can be found at <https://conduct.unt.edu>. Any person who believes that a violation of University policy has been committed by a student can go to <https://report.unt.edu> and report the allegation.

STUDENT SERVICES & ACADEMIC SUPPORT

Mental Health

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- [Student Health and Wellness Center](https://studentaffairs.unt.edu/student-health-and-wellness-center) (<https://studentaffairs.unt.edu/student-health-and-wellness-center>)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- [UNT Care Team](https://studentaffairs.unt.edu/care) (<https://studentaffairs.unt.edu/care>)
- [UNT Psychiatric Services](https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry) (<https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry>)
- [Individual Counseling](https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling) (<https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling>)

Additional Student Support Services

- [Registrar](https://registrar.unt.edu/registration) (<https://registrar.unt.edu/registration>)
- [Financial Aid](https://financialaid.unt.edu/) (<https://financialaid.unt.edu/>)
- [Student Legal Services](https://studentaffairs.unt.edu/student-legal-services) (<https://studentaffairs.unt.edu/student-legal-services>)
- [Career Center](https://studentaffairs.unt.edu/career-center) (<https://studentaffairs.unt.edu/career-center>)
- [Multicultural Center](https://edo.unt.edu/multicultural-center) (<https://edo.unt.edu/multicultural-center>)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- [Pride Alliance](https://edo.unt.edu/pridealliance) (<https://edo.unt.edu/pridealliance>)
- [UNT Food Pantry](https://deanofstudents.unt.edu/resources/food-pantry) (<https://deanofstudents.unt.edu/resources/food-pantry>)

Academic Support Services

- [Academic Resource Center](https://clear.unt.edu/canvas/student-resources) (<https://clear.unt.edu/canvas/student-resources>)
- [Academic Success Center](https://success.unt.edu/asc) (<https://success.unt.edu/asc>)
- [UNT Libraries](https://library.unt.edu/) (<https://library.unt.edu/>)
- [Writing Lab](http://writingcenter.unt.edu/) (<http://writingcenter.unt.edu/>)

GRADING & KEY ASSIGNMENTS

Grades in this course will be determined via performance on the following: a) class participation; b) quizzes; c) international news article reviews; d) a geopolitical essay; e) discussion boards; and f) an exam. The point distribution is as follows:

Assignments	Frequency & Points	Total Possible Points	
Introduction	1 x 3	3	1.0%
a) Class Participation	10 x 6	60	20.0%
b) Quizzes	4 x 10	40	13.3%
c) Article Reviews	3 x 10	30	10.0%
d) Geopolitical Essay	1 x 37	37	12.3%
e) Discussion Boards	2 x 45	90	30.0%
f) Exam	1 x 40	40	13.3%

Maximum Points: 300

Grades per Accumulative Points Earned:

Course Grade	Accumulative Points Earned	%
A	270	90-100%
B	240	80-89.44%
C	210	70-79.44%
D	180	60-69.44%
F	>179.5	<59.5%

Descriptions of Assignments are as follows:

a) Class Participation

Learning requires engagement. Participation can earn up to 6 points per in-person class with a total of up to 66 points over the duration of the semester (22% of total grade). To earn participation points, please do the following:

- **Attend** - Be present and on time for class.
- **Prepare** - In addition to reading the materials, reflect on your own experiences, analyze how your past and recent experiences relate to the content, and formulate meaningful questions which can enable increased learning and growth across the group.
- **Engage** - Actively listen and contribute to discussion, activities, and simulations. Be part of the group learning process.

Missed class will result in zero participation points for the day missed. A process to make-up participation points is described within the Class Content Questions document found in each module overview.

b) Quizzes

A total of four quizzes (mini exams) will be administered, each worth up to 10 points each. The content of the quizzes will be focused on discussions, materials and textbook chapters engaged during the two-week period. All quizzes will be delivered via Canvas and will usually entail a selection of question types, including essay questions.

Please check Canvas (primary source) or the course outline (secondary source) on the final page of this syllabus for specific due dates.

c) Article Reviews

During the semester four article reviews are required, each worth up to eight points. The articles should be recent (ideally within approximately six weeks of the due date) and feature some aspect of international business. Sources for

the articles may be newspapers, news magazines, journals, or legitimate internet websites. As part of that assignment, you will be required to submit a one-page written report detailing a summary and analysis in the following format:

- Name of Article
- Author of Article
- Source of Article (*newspaper, journal, internet URL, date, page*)
- Summary of article (*approx. ½ page*)
- Critique, implications, and opinion (i.e., the “so what” of the article) (*approx. ½ page*)
- Please include a link or PDF copy of the article(s) with your submission.

Please check Canvas or the course outline for specific assignment due dates. Again, the written report should be limited to one page.

d) Geopolitical Essay

One essay is required on an international topic or geopolitical issue that has had or will have impact on international business. This should feature an international current or historic event directly or indirectly related to international management. The essay should maintain political and religious neutrality (i.e., reasonable individuals from any position on the societal spectrum would likely view the essay as fair and balanced). The essay should be approximately 900 words, include at least two citations in APA format, and follow the five-paragraph essay format.

e) Discussion Boards

As this is a hybrid course, Discussion Board assignments will be administered. This online engagement is in addition to our classroom meeting times. There are only two discussion board assignments, each worth up to 45 points, which entails the following:

- An original post, must be formulated per the prompt for each discussion board and presented in a specific format also described in the prompt.
- You are also required to provide comments on posts made by two other students and a final comment in response to at least one comment to your post.

Posts and comments should be concise enough that readers are not deterred, but robust enough to offer clear insights.

Please respect your readers' time by posting well-researched posts that contribute to our discussion topics. You should read the chapter(s) and the corresponding materials, then go to the Discussion Board page and input your original post. Please try to make your original post early in the week to enable time for others to read and offer comments.

The grading rubric for the discussion boards is broken into four parts:

1. **Educational Quality** - How engaging is the post and are useful insights offered?

In an online environment, engagement is fostered through the educational quality of your inputs. This means, you are acting as the educator on the subject addressed in these discussion boards. This calls for concise, engaging, and content rich posts. Links, videos, and other multimedia sources that support the topic are encouraged.

2. **Content** - Is content understanding demonstrated and do the positions on issues offered demonstrate strong critical reasoning?

The aim of this course is to enable you to engage relevant topics and issues critically and skillfully. This requires you to first gain knowledge and skills related to the subject matter, then critically analyze issues and apply knowledge in real situations. Sometimes there are no correct answers to the situations or cases explored, but there are better and poorer applications of reasoning and content. The post should be presented

in an essay format must be concise and well-written within approximately 900 words. Feel free to assume your audience has read the case and materials, enabling a more direct dive into analysis and applications.

3. **Writing** - Is your writing appropriate in terms of structure, impact, and form?

Your posts should include an introduction paragraph that hooks the readers' attention, and it must introduce three-five body paragraphs. The body themes should demonstrate meaningful insight and knowledge on the subject. Content should go deeper than discussed in class. The essay must also include a concluding paragraph that synthesizes the information into the "so what" of the post and may offer compelling questions or implications for further investigation.

4. **Comments on Others' Post** - Is proper critical analysis and critique of rationale presented in a way that encourages learning?

Comments on two other class members' posts must be offered. Simple response like "Nice post... or I agree..." will not yield full points. A description of ways your thinking shifted by virtue of reviewing the post, ways you view the case/situation differently, and/or further questions raised in as a result of the post's content are encouraged in the post review and comments. Critical analysis and feedback are encouraged. The final allocation of points can be earned by responding to at least one comment on your post.

f) Exam

A final exam will be administered, worth up to 40 points. Details of the exam, its format, and content will be presented early in the semester.

Please note: all assignments will be delivered via Canvas.

COURSE OUTLINE & SCHEDULE

Module	Date	Topic	Readings / Assignment Due Dates
1	1/13	-Introduction & Overview	Syllabus
In-Class	6 Partc. Pts.		<i>Due 1/19: Self-introduction</i>
2	1/20	-Multinational Management in a Changing World	Must read: WSJ Article <i>Optional:</i> Text Ch 1
In-Class	6 Partc. Pts.		
3	1/27	-Culture & Multinational Leadership	Content provided <i>Optional:</i> Text Ch3
In-Class	6 Partc. Pts.		<i>Due 2/2: Quiz 1</i>
4	2/3	Ethics & Social Responsibility	Content provided <i>Optional:</i> Text Ch 4-6
In-Class	6 Partc. Pts.		<i>Due 2/9: Article Review 1</i>
-	2/10	Discussion Board 1	Must read: IKEA Case
Online	No Class		<i>Due 2/16: Discussion Board 1</i>
5	2/17	International Trade & Investment	Content provided <i>Optional:</i> Text Ch2&8
In-Class	6 Partc. Pts.		<i>Due 2/23: Quiz 2</i>
6	2/24	Organizational Designs, Culture, & Strategy	Must read: 1)OpnStx CFW <i>Optional:</i> Ch10-11 2)WP Strategic Learning
In-Class	6 Partc. Pts.		<i>Due 3/2: Article Review 2</i>
7	3/3	Entry Strategies & International Alliances	Content provided <i>Optional:</i> Text Ch 12
Online	No Class		
-	3/10	Spring Break	
break	No Class		
8	3/17	Negotiations	Content provided
In-Class	6 Partc. Pts.		<i>Due 3/23: Quiz 3</i>
9a	3/24	International HR	Content provided <i>Optional:</i> Text Ch14
In-Class	6 Partc. Pts.		<i>Due 3/29: Article Review 3</i>
9b	3/30	International HR & Strategic Outsourcing	"
In-Class	6 Partc. Pts.		<i>Due 4/6: Geopolitical Essay</i>
11 two weeks!	4/7 & 4/14	Impact of Economics on International Management	Must Watch: Commanding Heights Videos x3
Online	No Class		<i>Due 4/13: Discussion Board 2</i>
12	4/21	Real Discussion (TBD)	<i>Optional:</i> Exam Prep Session Online, 4/28
In-Class	6 Partc. Pts.		<i>Due 4/27: Quiz 4</i>
-	4/28	<i>Optional:</i> Exam Prep Session Online, 4/28	
Optional	No Class		<i>Due 5/4: Exam</i>

