

THE UNIVERSITY OF NORTH TEXAS
G. BRINT RYAN COLLEGE OF BUSINESS
MGMT 4660:400 – International Management Perspectives (Online)

Course Outline – Wintermester 2026 (Dec 15-Jan 9)

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E-mail: [Manjula.Salimath\[at\]unt.edu](mailto:Manjula.Salimath[at]unt.edu) **Please use this for all communication**
Student Hours: By appointment with Instructor on Zoom/teams/phone.
Class Website: <https://canvas.unt.edu>

Contacting the Instructor: Please communicate via email (Manjula.Salimath@unt.edu). You must use “MGMT 4660” in the subject line of your emails at all times, so it does not go into junk mail. I check my email every day and will try my best to respond within 24 hours during weekdays. If you do not hear within that time, something has gone wrong with your email. So please call my office number and leave a message and I will try to get back to you in 24 hours. When you call, speak clearly and slowly. Please make sure you pronounce your first and last name and explain the reason for your call. If you do not leave a clear message that can be easily understood, it may be difficult to respond to your needs appropriately or in a timely fashion. I am always happy to assist you with your class needs.

Please be aware that communications sent during the weekend or holidays may take longer for a response. Waiting until the last minute for queries may be counterproductive and indicates a lack of professionalism and discipline on your part – so kindly refrain from these situations. Observe self-discipline in your communication habits - always plan to allow sufficient time for a response.

Teaching Assistant: If there is a teaching assistant available for the course, you will be notified. Respectful interaction with the TA is always expected.

COURSE DESCRIPTION:

International Management Perspectives is an upper-level business course designed to provide an enhanced appreciation of the key issues involved when conducting business operations in an international context. 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. As such the course provides students with a greater understanding and capacity to effectively deal with business decisions in international contexts.

Enrollment Requirements: BUND/DBUND and PACC/DPACC students may not enroll in this course unless they are assigned to BFND/DBFND or AFND/DAFND subplan.

Course Materials:

Required Text: Multinational Management: A Strategic Approach, 2017, John B. Cullen and Praveen K. Parboteeah. Seventh Edition: Cengage Learning. (*Mindtap is not required*). Loose leaf version ISBN: 9781337296557. E book ISBN: 9780357697801

Other readings, cases, or articles as assigned. Relevant research information, databases, tutorials, available via UNT libraries. Course website is located on Canvas – which you *must* check periodically for updates.

Pedagogy: The course will be taught using a combination of readings, cases, discussions, exercises, or videos related to international businesses, as needed.

Important: This course is web based and is delivered online 100%. Please note that this is **not** a correspondence course. It is not a self-paced course either. Rather, it is a regular course which is delivered online for your commuting convenience. Hence it has specific requirements, activities, and deliverables that must be completed on schedule throughout the semester in a timely manner. Lessons are selectively released. If you are unable to meet expectations or deadlines, it is in your best interest to consider other enrollment arrangements, so you can fulfil course obligations, and have a good work-life balance.

Primary Objectives

1. To understand the use of general management skills in conducting international operations. This requires integration of knowledge from management, marketing, accounting, and finance courses.
2. To become aware of how different national cultures and institutional forms directly and indirectly influence the management of businesses in various countries.
3. To recognize the implications of differences and similarities between the management techniques and systems of American and other nation's organizations
4. To understand the benefits and difficulties of borrowing management techniques and systems from another culture i.e., the value and limits of transferability.
5. To develop a better ability to manage cultural and institutional diversity in various national contexts.
6. To become a better world citizen and an effective member of multinational firms.

Secondary Objectives

1. To understand working in multicultural/international teams.
2. To improve written and oral communication skills.
3. Encourage individual responsibility for meaningful participation in class, team activities.

Being an upper-level business course, my approach to teaching will be appropriately modeled to stimulate intellectual curiosity, integration, and active participatory learning. The benefits of this approach are best appreciated by those who will come to class with thorough preparation - having read the assigned material, and fully prepared to engage in stimulating discussion of the various international management topics that have been assigned for that class session. You are responsible for being aware of all assigned material.

Test questions will therefore include all chapter contents (even if not addressed in chapter handouts), discussions, videos, and other assignments in the course.

Expect your assumptions of international management to be challenged at times – remember that this is not intended as personal criticism, but to get across various international management perspectives that will help you become a more effective multinational manager and empower you to operate a successful international operation in the future.

To get desirable grades in the course, you must consistently perform well in all aspects of the course.

Other Guidelines:

In class, I will consider you to be world citizens and expect you to have an open and receptive approach to the course, nations, and cultures. Be mindful and respectful of different cultures at all times and avoid ethnocentric judgments.

It is necessary to be proactive in your learning. If you do not understand, ask. Otherwise, I will assume you have understood, and will continue proceeding with lessons.

Share and discuss your experiences with different cultures and countries.

Be respectful of others - observe netiquette best practices.

Do not plagiarize or copy – If you engage in academic dishonesty (plagiarism or cheating) related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. In addition, the case will be referred to the Dean of Students for appropriate disciplinary action. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

Always check Canvas for announcements, and updates.

If you are unable to take any test due to university approved absences, please provide the instructor with a certificate of absence from the Dean of Students, so you may be accommodated. Sorry, no exceptions can be made.

Disruptive behavior online or other media is not allowed and is subject to severe penalty.

Professional and courteous behavior is always expected. The student code of conduct is always in effect. A failure to observe these expectations may result in disciplinary action as per university guidelines.

Acceptable Student Behavior: Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.unt.edu/csrr

Important Notice for F-1 Students: *There is no required on-campus experiential component for this course.* To comply with immigration regulations, however, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. Because the decision may have serious immigration consequences, F-1 students who are unsure about the need to participate in an on-campus experiential component for this course, should clarify with the UNT International Student and Scholar Services Office (tel: 940-565-2195 or email internationaladvising@unt.edu).

The Student Perception of Teaching Effectiveness (SPOT) is a requirement for all organized classes at UNT. This short survey will be available to you at the end of the semester. Your feedback is important to help continue providing high course quality, so please participate!

Extra Credit: There are no extra credits or bonus points in this course

Proactive Student Check ins: This is an opportunity to reach out to connect with the instructor and get doubts clarified. It typically consists of a 10–15-minute phone/zoom appointment to help with your learning goals. It will be at a mutually convenient time. Though not a graded activity, taking the initiative to contact the instructor is encouraged, and can promote a greater intellectual rapport and ease in the online classroom.

GRADED COMPONENTS

QFDs: Part of an effective class is the synergy created when students have read material and are able to engage effectively in online discussions on the topic. Hence, Questions for Discussion (QFD) on each chapter are offered about a week before they are due (see specific due dates, deliverables, and release times). You are required to post one original post answering all my questions, as well as one reply to another classmate's post. Both posts are needed to get a grade, as these are discussions, not Q&A. If you reply to my discussion question(s) but do not post a response to your class-mate's, you will receive a zero for that assignment. QFDs are time sensitive, and locked after the due date. So, you must be present in class to participate in these interactive assignments. As discussions occur in real time, there are no make ups – always submit work ahead of deadlines. Posts must reflect deep thought and careful analysis of the chapter material and follow all guidelines to be graded.

There are 13 chapters, so there are 13 QFDs. Twelve QFDs will count, and the lowest score is dropped if all 13 QFDs are completed. These are an important part of the course, and a failure to perform satisfactorily on any five of them (receiving a grade of 2.9 or below) or missing 5 or more QFDs will lower a student's final grade by one letter grade. Such students, having missed more than 1/3rd of the class, are challenged to catch up, as each chapter builds upon the other.

Discussion credit (points) are typically assigned 24 to 48 hours following the close of a QFD during normal times. Although discussion posts are locked up at specific day & times, grades will NOT be posted until I read, evaluate & process all posts. In other words, there is **not** an immediate return of QFD evaluation/grades.

Individual replies from me are rare, simply because of the volume involved. Usually these run into thousands. However, please know that I do read and evaluate every post. I may choose to comment on your post privately, to alert you if you are not on the right track. Please do not be offended if I do not reply to every single discussion post. I do respond to all

emails written to me. In case of any errors, let me know. I will re check your posts (to check if I did not or did give you credit), and go back to adjust your grade accordingly.

Tests: There will be three timed tests, delivered online, using lockdown browser on CANVAS. Tests 1 & 2 are each worth 120 points. Test 3 is worth 150 points. The tests will cover chapter and course material as specified. Questions may be multiple choice or essay format or hybrid. Any test missed due to proven University excused absence, should be taken during alternate test periods, if requested and approved. *Please note that all Alternate tests are for missed tests only.* They are not intended for repeat attempts to better your scores. Complete exams without the help of anyone else. UNT Canvas Server time applies for all Exams.

Optional Comprehensive Final: Occasionally, students may do very poorly (fail, below 60%) on a test and wonder if they can ever recover from that. To assist such situations, there is an optional comprehensive exam opportunity for students in good standing, i.e., who have followed all guidelines, and behaved courteously and respectfully in all forums. Eligible students should submit a request a week before the scheduled final. If approved, students may benefit from this opportunity. This exam is comprehensive, covering all chapters, and is capped at 60%. The optional final exam can replace any one test score up to a max of 60%. The optional final is not a “right”, but a privilege offered and must be requested.

PERFORMANCE EVALUATION AND GRADING:

Please be aware that I do not “assign” grades. Grades are **earned** by **your** performance. No exceptions are made, so do not ask. It is based on a point system, not percentage. The distribution of points and corresponding letter grades is as follows:

Test 1	120 points	<u>Points</u>	<u>Letter Grade</u>
Test 2	120 points	405 to 450	A
Test 3	150 points	360 to 404	B
QFD* (12x5)	60 points	315 to 359	C
		270 to 314	D
		269 or below	F
<u>Max points available</u>	<u>450 points</u>		

*QFDs are numbered according to the chapters on which they are based.

Optional Final assists with recovery from one failing test grade and is capped at 60%.

If you continue in this class, it means you understand and abide by my grading policy. Do not disrespect yourself by trying to negotiate grade changes or give excuses for not earning your desired letter grade. It would be unfair to other students who meet requirements.

It is your responsibility to have adequate and adequately configured computer equipment, software and internet access to take this online course.

Sundown Rule: You have **two days** after grades are posted for inquiries or review. The purpose is to resolve any issue in a timely fashion as they occur, and not wait until the end of the term. Check your grades frequently.

Course Outline – Wintermester 2026*

Class, Day of Week	Date	Topic	Reading/Assignment Questions for Discussion (QFD)
1, Mon	Dec 15	Course Overview Orientation	Chapters & QFD 1-4 released
2, Tue	16	Multinational Management in a Changing World Culture and Multinational Management	Read Chapters 1, 2 QFD 1,2 due
3, We	17	Institutional Context Ethics & CSR	Read Chapters 3, 4 QFD 3, 4 due
4, Thu	18	Test 1	(Test on Chapters 1-4) Chapters & QFD 11, 5-7 released
5, Fri	19	International HRM Multinational Strategic Management	Read Chapters 11, 5 QFD 11, 5 due
		<i>End of First Week</i>	
6, Mon	22	Multinational and Entry Mode Strategies International Entrepreneurship & Small Business	Read Chapter 6, 7 QFD 6,7 due
7, Tue	23	Test 2	(Test on Chapters 5 -7, 11) Chapters & QFD 8-10, 13-14 released
Dec 24- Jan 2		<i>Winter break</i> UNT Closed	HAPPY HOLIDAYS! Enjoy the break.
		<i>End of Second Week</i>	

Class, Day of Week	Date	Topic	Reading/Assignment
8, Mon	Jan 5	Organizational Design – MNC International Strategic Alliances	Read Chapters 8, 9 QFD 8, 9 due
9, Tue	6	Multinational E- commerce International Negotiation & Cross-Cultural Communication	Read Chapters 10, 13 QFD 10, 13 due
10, Wed	7	Motivation in MNCs	Read Chapter 14 QFD 14 due
11, Thurs	8	Test 3	(Test on Chapters 8- 10, 13- 14)
12, Fri	9	Optional Comprehensive Final.	With prior permission (all chapters)
		<i>End of Third Week</i>	<i>Wintermester is Over</i>

*Note: Though the plan is to follow the schedule as is, the instructor reserves the right to make changes during the semester for any contingencies. It is your responsibility to be aware of any schedule changes. Any typos detected, please alert me!

Course Calendar Wintermester: Dec 15-Jan 9

Monday	Tuesday	Wednesday	Thursday	Friday
<i>Dec 15</i> QFD 1-4 released @ 8am	<i>Dec 16</i> QFD 1,2 due @ 8pm	<i>Dec 17</i> QFD 3, 4 due @ 8pm	<i>Dec 18</i> QFD 11, 5-7 released @ 8am Test 1 due @ 8pm	<i>Dec 19</i> QFD 11, 5 due @ 8pm
<i>Dec 22</i> QFD 6, 7 due @ 8pm	<i>Dec 23</i> QFD 8-10, 13-14 released @ 8 am Test 2 due @ 8pm	<i>Dec 24</i> UNT closed	<i>Dec 25</i> UNT closed	<i>Dec 26</i> UNT closed
<i>Dec 29</i> UNT closed	<i>Dec 30</i> UNT closed	<i>Dec 31</i> UNT closed	<i>Jan 1</i> UNT closed	<i>Jan 2</i> UNT closed
<i>Jan 5</i> QFD 8, 9 due @ 8pm	<i>Jan 6</i> QFD 10, 13 due @ 8pm	<i>Jan 7</i> QFD 14 due @ 8pm	<i>Jan 8</i> Test 3 due @ 8pm	<i>Jan 9</i> Optional Final due @ 8pm

Note: QFDs are released several days prior to when they are due. QFDs are locked after due date and cannot be made up if missed.

An easy way to keep track is to just remember 8 O'clock for your deliverables. All material is released at 8am, and everything due at 8pm. Simple and easy to remember!

Please cut and stick this note next to your computer so you have this handy if needed:

UNT Student Help Desk Email: helpdesk@unt.edu **Phone:** 940.565.2324.

Location: [Sage Hall](#), Room 330D.

For additional information about the Student Help Desk or for support hours, visit: [Help Desk \(https://it.unt.edu/helpdesk\)](https://it.unt.edu/helpdesk).

If you face tech issues, please get a ticket # from helpdesk and communicate the same to me. I will investigate it and decide what next steps may involve/feasible.

Course related Questions or Concerns: Oftentimes, students have the same questions. If I see a trend in the way e-mail questions are headed, I may address them as one post to the class on the course announcement, or email. If you have questions that pertain only to your unique situation, such as a query about your grade, etc. please send a **private** email to me, using appropriate subject line (e.g., MGMT 4660: request for alternate exam).

Course Lessons: There are 13 Lessons in this course. Each Lesson contains a chapter from our textbook, course overview & learning objectives, chapter outline, power point slides summarizing the chapter's examples, and chapter Questions for Discussion.

Chapter readings are closely aligned with lesson content and assignments. Please read the assigned chapters before or as you complete the related lessons and assignments. You will have to spend considerable time reading and understanding the material. The text is your major guide through the material. In online classes, you will have to set aside time to work through the chapters (there is no face-to-face lecture as in traditional classes at a set time each week). In regular classes, learning occurs in a variety of ways – through lecture, class interaction, hallway conversations, etc. This component must be made up by your individual time investment for each lesson. The additional readings and QFDs are intended to substantiate some elements of interaction and discussion and are also intended to allow you to pace your learning through the textbook. To aid your learning experience, I will provide PowerPoint slides for each chapter. Note that these are to be used as supplements to your textbook and are meant to give you other mediums and frameworks (such as visual slides, text bullet points, etc.) to organize the content that is covered in the textbook and help you with your learning.

CA (Course Announcements): The Course Announcements (CA) that is accessible from your course's Home Page provides official bulletins and announcements by the instructor. CA also serves to provide information about course procedures and course issues. Since CA is an "official site" within Canvas and part of the course, you are responsible for knowing what is in each CA, and meeting expectations.

Time Zone Question: The UNT Server Clock rules on all Canvas time issues. Wherever you are in the world, you can get into this course, click on exams, and find out what time it is on the UNT server clock. I might add that you have to reload a page to get a time update.

Missed Exams Policy: Experience with hundreds of students proves to me that it is best for your success in this course to take each exam in its normal scheduled day and time. **If you must miss a regularly scheduled exam, please take the following two steps:** 1. write me an e-mail explanation prior to the exam day/time or immediately after the un-planned event that prevented you from taking the regularly scheduled exam along with a request for the alternate time and 2. take the *Exam you missed* during the alternate time set by your instructor.

Duration, Beginning, Finishing The maximum time allowed for Exam 1 and 2 is 40 minutes, and 50 minutes for Exam 3. No answer will be allowed after this time allocation has expired. Only one (1) exam attempt is allowed. Your completion time is measured from

when you click "Begin Quiz" to when you click "Finish". In the past, students have completed the test in ~20 minutes, however I am allocating more time. You must ensure that you have uninterrupted access to the internet to complete all your exams. For example, if you accidentally kick the wires off and lose connection, you may not be able to get back into the test, and the clock keeps ticking. So please avoid such unfortunate situations.

Research involving thousands of students in online courses over many years indicates that the allotted time is more than enough time to answer examination questions in this course if you know the material. To do well in this course, you **should** know and understand the **content**. *If you do not know the material, no amount of examination time will be enough.*

Availability For regular exams there is about a 12 hour pick up window for your convenience, typically 8am-8pm. You can start your exam anytime in the "access window" (8am-8pm on the date assigned) but make sure you have budgeted time to complete. I strongly suggest that you start at the earliest available time to ensure you can successfully complete the exam during the access window.

Coverage/Format: At a minimum, exams will cover the applicable text chapters outlined in the syllabus, and other reading material discussed or provided during the course. The format is usually objective type, fill in the blanks, open ended or multiple-choice questions.

Exam Instructions: Read all exam instructions carefully and select the best answer. You are responsible for following all exam instructions and directions.

Question Delivery: Questions are randomly drawn from the exam question inventory. As such and except be pure chance, the questions may NOT be presented in Chapter sequence. Expect questions delivered one question at a time, usually in a randomized manner, with no backtracking. You may not be able to return to any question to change the answer. So, make sure you check to see if you have marked your answers carefully. If you skip a question, you may not be able to return or revisit. Each question is presented only once to each student, so answer it well. Important details (for example, number of attempts, duration, delivery, etc.) will be provided for each exam. Be aware of expectations, and plan accordingly. Be aware that students sitting side-by-side at different computers will receive questions in a different sequence. Any changes to format or delivery will be specified in exam instructions.

All Exams are closed book. You are on your honor to NOT USE any other individual or source during the exam or "look up answers" You must be **prepared** and know the material well enough to answer the questions promptly to be able to complete the exam within the time limit. Recommend having peace, quietness and no distractions in your surroundings as you take the exam.

Canvas Student Help Desk: Please familiarize yourself with all pertinent information regarding Canvas Exams/Quizzes located at your course Login Page and your course

Homepage. Canvas Student Help Desk telephone number is: (940) 565-2324. Do not contact me with technical issues – I am unable to help you with it.

Exam Scores Not Immediately Released: Your score will NOT be released until (1) the availability period has ended, (2) all your videos are scrutinized, (3) all your questions have been graded, (4) security and other test parameters are not compromised, and (4) the instructor has reviewed all frequently missed questions and provided any "adjustment" if needed, in final score for the class as a whole. Release of exam scores usually occurs between 24 and 48 hours after the access window closes, under normal conditions. In the highly unlikely event that test security is compromised, the instructor reserves the right to take appropriate follow up measures.

Questions/Answers Not Returned: Exam questions, answers, missed questions, correct answers, etc. will NOT be returned to maintain test security. If you wish to go over your exam, request an appointment with the instructor. The instructor will arrange a conference time for you to review your exam. All queries related to exams must be made within **2 days** (sun down rule) from the date the test is administered.

If you drop the course, current university guidelines may apply for assigned course grade

FAQs: Here are some frequently asked questions and answers.

I spend a lot of time on QFDs, why are they not worth more points each?

Answer: The QFDs are primarily designed to keep you on track with material and ensure that the class is engaged in discussion. It is the online equivalent of “active” classroom attendance.

What if I don’t have a computer with camera on test days? *You may try to check out a laptop with camera from the library or arrange to take your test at the testing center by making reservations in advance.*

What software will I need? *Microsoft Office Suite® and Adobe PDF Reader are the official software packages for this class. You are enrolled in a College of Business class therefore, you may obtain a free-of-charge copy at <https://cob.unt.edu/students/microsoft-campus-licensing-agreement>. Do not submit work in Pages®, Word Perfect®, or Google Docs®.*

You will also need access to a Windows or Apple compatible PC/ Tablet/ Smartphone connected to an electrical source and the Internet. UNT laptops may be checked out from the library if needed (check with libraries for any changes). Campus access labs are also fully equipped but must be scheduled in advance if you plan to take your tests there

UNT Tech issues/Canvas Outage: If unexpected server outages or unusual technical issues at UNT prevents students from completing a time sensitive assessment activity, please alert the instructor, who will provide an appropriate accommodation based on the situation.

Library Information for Wintermester 2026: All the College of Business textbook reserves are now at the Sycamore Library Students can enter through the main entrance of Sycamore Hall on the first floor of the building (on the side facing the Life Sciences Complex). Check UNT libraries website for hours & updates or call (940-565-2411). Note: Refer to the UNT libraries website for holidays or exceptions. Library hours are subject to change without notice, so please double check prior to making plans to research projects individually or with your teams in the library.

IMPORTANT REGISTRAR DATES for Wintermester – (Dec 15 – Jan 9, 2026)

Semester Dates	3 Week 1 Session
Classes Begin	Dec 15
Last Day to Add a Class or Swap Sections	Dec 15
Last Day to Drop a Class Section Without a W Courses dropped before this date will not appear on official transcript. (Dropping courses may impact financial aid and degree completion. See advisors.)	Dec 16
Drop with a Grade of W Begins Courses appears on the transcript with a grade of W and tuition and fees remain. (Dropping courses may impact financial aid and degree completion. See advisors.)	Dec 17
Last day to change to pass/no pass grade option (undergrads)	Dec 19
Midpoint of the semester	Dec 24
Last day for a student to drop a course or all courses with a grade of W	Jan 6
First day to request a grade of Incomplete	Jan 7
Pre-Finals Days	NA
Last Regular Class Meeting	Jan 8
Reading Day - No Classes	NA
Final Exams	Jan 9
Last Day Session	Jan 9
University Grade Submission Deadline 4pm	Jan 12
Grades/Academic Standing posted on the Official Transcript 6pm	May 13

OFFICE OF DISABILITY ACCESS: Students seeking accommodation must first register with the Office of Disability Access (ODA). If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. Please notify the instructor on the first day of class to request approved accommodation. *Throughout the semester, send a courtesy advance notice at least a week prior to each activity for which accommodation is requested, to ensure sufficient time is available to the instructor to make necessary arrangements.*