MGMT 5660
International Management
Spring 2016
Course Syllabus

Instructor
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Contact Info
Office: BLB 385B – 940.565.3155
Office hours: By appointment

Section 001/026/080/086: Is an Online Course running from 3/21/16 to 5/13/16

Course Description:
This course presents theory and knowledge related to management and entry in international settings, while considering the global environment. Regardless of whether businesses have direct international affiliations or contact, globalization influences the environments of both local and global firms. Gaining an understanding and awareness of the purpose of and obstacles to conducting business internationally, as well as managerial implications of such activities, is valuable to managers at all levels. This course explores theoretical underpinnings for phenomena in the international business environment, with an opportunity to apply these concepts to both international business and management.

Please note that this is not a self-paced, correspondence course. Like any other course, there are specific requirements, activities and deliverables that must be completed and submitted at specific times throughout the semester.

Required Course Materials:

Each week additional articles, cases, videos, etc. are assigned via Blackboard in the associated content folder. Further, relevant resources for your research project can be found via the UNT libraries or online. The course website is located on Blackboard Learn.

Announcements / Communication:
The Announcements section provides official bulletins and announcements by the instructor. Since Announcements is an "official site" within Blackboard and part of the course, you are responsible for knowing the information there. As always, the instructor accepts and replies to regular (off-Blackboard) e-mail (nolan.gaffney@unt.edu) on any course-related matter.

Emails to the class will be sent through Blackboard. The default email address in the system is your UNT account. Please change your email address to ensure that you receive all class communications.
Course Objectives:
The specific objectives of MGMT 5660 are:

- Appreciate the impact and significance of global business on the economies of the world
- Understand the complexities and degree of awareness necessary for conducting business in foreign countries
- Demonstrate the ability to see links between course material and current international business and/or economic events
- Develop skills and abilities to become an effective international manager
- Apply course concepts towards both management and international operations

Course Assignments and How They Are Evaluated: The grade you earn in this course will be determined by your participation in the individual responses and replies to discussion forums, two exams based on the course content (including readings, videos, supplemental lectures, etc.), and an international team project. Grading of each component is subject to instructions, guidelines, and tips contained in the associated course documents. Final grade ranges are: 90–100 = A; 80–89 = B; 70-79 = C; Below 70 = F. Do not expect a curve. I also do not accept late work. I will post grades on the Blackboard class website as they come available.

Exams (60 points – 2 @ 30 points each): Two exams, each one hour in length, will be administered during the semester. Any material covered in the course (required readings, videos, articles, etc.) is fair game for the exams. Questions may be multiple choice and/or true/false format. See Appendix A for more details.

Discussion Forums (15 points – 5 @ 3 points each): An introduction discussion board will be available for team selection the first week of the term. This discussion, does not have the same rules as the other discussion forums to get credit. An additional four discussion forums will be posted by me throughout the semester (due dates are posted on the schedule of assignments below), and consider topics related to the chapter material. You will be required to create one original post that answers all my questions, and respond to another classmate’s post (choose 1 response from a classmate and respond/comment in a meaningful way on their information) in order to obtain credit. If you do only one or the other, then you will obtain 0 points for that week. Each discussion forum response (i.e., your answer to each question I pose) must contain at least one original research source, beyond the text or weekly readings to receive credit. The reply is exempt from this requirement, but must contain thoughtful, substantive information.

Discussion Forums will be closed after the due date (please refer to the course outline for due dates). To promote a “small class” feel, you will be divided into discussion groups of 8-12. Your posts must reflect deep thought and careful analysis of material relevant to the chapter, readings, and your own research in order to be graded. You are expected to participate in all forums. See Appendix B for more details.

Team Project (25 points): There is a team-based project paper due during the semester. You will craft a written report and submit it online for the project. The project involves each team analyzing and planning international entry of a business planning to internationalize its scope of operations. Additional research is required to complete this project. Detailed instructions can be found in the “Team Project” folder on Blackboard. Please note that all papers will be submitted to TurnItIn, a plagiarism detection software, and all team members are responsible for the submission of a plagiarism free paper. All individual points for the team projects are subject to peer evaluation.
### Schedule of Topics and Assignments

<table>
<thead>
<tr>
<th>Topics Covered</th>
<th>Assignments Due</th>
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<tr>
<td><strong>Week 1 – March 21st – 27th</strong></td>
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<tr>
<td>Ch 1 – Globalization</td>
<td>Familiarize yourself with all course materials</td>
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<td>Ch 2 – Cross-Cultural Business</td>
<td>Student Information Survey – <strong>Due 3/27 at 8 PM</strong></td>
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<td>Introduction Discussion Forum – <strong>Closes 3/27 at 8 PM</strong></td>
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<td><strong>Week 2 – March 28th – April 3rd</strong></td>
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<td>Ch 3 – Politics, Law, &amp; Ethics</td>
<td>Discussion Forum #1 – <strong>Closes 4/3 at 8 PM</strong></td>
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<td>Ch 4 – Economics &amp; Emerging Markets</td>
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<td><strong>Exam 1 – Closes 4/9 at 8 pm (Available 4/8 at 8 AM)</strong></td>
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<td><strong>Week 3 – April 4th – 10th</strong></td>
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<td>Ch 5 – International Trade</td>
<td><strong>Midterm Collective Peer Evaluation – Due 4/17 at 8 PM</strong></td>
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<td>Ch 7 – Foreign Direct Investment</td>
<td>Discussion Forum #2 – <strong>Closes 4/17 at 8 PM</strong></td>
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<td>Exam 1 (Chs. 1-5 and 7)</td>
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<td><strong>Week 4 – April 11th – 17th</strong></td>
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<td>Ch 11 – International Strategy and Organization</td>
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<td>Ch 12 – Analyzing International Opportunities</td>
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<td></td>
<td><strong>Exam 1 – Closes 4/9 at 8 pm (Available 4/8 at 8 AM)</strong></td>
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<td><strong>Week 5 – April 18th – 24th</strong></td>
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<td>Ch 13 – Selecting and Managing Entry Modes</td>
<td><strong>Discussion Forum #3 – Closes 4/24 at 8 PM</strong></td>
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<td>Ch 14 - Developing and Marketing Products</td>
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<td><strong>Week 6 – April 25th – May 1st</strong></td>
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<td>Ch 15 - Managing International Operations</td>
<td><strong>Discussion Forum #4 – Closes 5/1 at 8 PM</strong></td>
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<td>Ch 16 - Hiring &amp; Managing Employees</td>
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<td><strong>Week 7 – May 2nd – 8th</strong></td>
<td><strong>Exam 2 – Closes 5/7 at 8 pm (Available 5/6 at 8 AM)</strong></td>
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<td>Exam 2 (Chs. 11-16)</td>
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<td><strong>Week 8 – May 9th – 12th</strong></td>
<td><strong>Team Project Report – Due 5/10 at 8 PM</strong></td>
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<td>Team Project Report</td>
<td><strong>Collective Peer Evaluation – Due 5/10 at 8 PM</strong></td>
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<td><strong>Dates and topics are subject to change:</strong></td>
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<td>While I do not plan to deviate from the above schedule, unforeseen events may require adjustments.</td>
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**Academic Integrity**: UNT’s Academic Integrity Policy will be used in the event of academic dishonesty. See this policy at [http://vpaa.unt.edu/academic-integrity.htm](http://vpaa.unt.edu/academic-integrity.htm). Use a spell checker and keep grammatical errors to a minimum. **Plagiarism is not tolerated.** Per University guidelines your written work will be submitted to www.turnitin.com or a similar electronic detection method for an evaluation of the originality of your ideas and proper use and attribution of sources. Individuals that plagiarize will be given a zero on the assignment, with possible referral to the college as outlined in the student handbook.

**Students with Disabilities**: The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with disabilities. If you have an established disability as defined in the Americans with Disabilities Act, are registered with the UNT Office of Disability Accommodation (ODA), and would like to request accommodation, please contact the instructor of this course as soon as possible to arrange accommodation, preferably by email (nolan.gaffney@unt.edu). Instructor office hours, locations, phone numbers, etc., are listed in this Course Syllabus. University Policy requires that students notify their instructor(s) within the first week of class that an accommodation will be needed.

**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, if an F-1 student is unsure about his/her need to participate in an on-campus experiential component for this course, he/she should contact the UNT International Students and Scholar Services Office (940-565-2195 or email: internationaladvising@unt.edu) to get clarification before the one-week deadline.

**INET Evaluation**: The INET evaluation is administered by the Dept. of Management. This short evaluation, specially designed for online courses will be made to you at the end of the semester. It will only take a few minutes of your time to complete. I consider your feedback an integral part of the course, and appreciate each student’s feedback on the INET course evaluation.

**SETE – Student Evaluation of Teaching Effectiveness**: The SETE is required for all organized classes at the University of North Texas. This short evaluation will be made available to you at the end of the semester, and will take only a few minutes of your time to complete. I consider your participation and feedback an integral part of the course. In addition to providing me with constructive feedback for future courses, SETE satisfies the requirements of HB 2504 that calls for transparency in reporting and posting to the web.
Appendix A – Exams
Two timed exams will be administered using Blackboard Learn online. Although I cannot monitor the use of your book and notes, you must complete the exams without the help of anyone else. The exams will consist of multiple choice and/or True/False questions. You will have 60 minutes maximum to complete the 60 questions, which is sufficient time to complete an exam of this depth and scope; however, you must pace yourself in order to complete the exam. Please keep in mind that you will be unable to “look up” most questions in the text. Most questions will be structured as application questions. Looking for answers in the text will not be a productive use of your time during the exam. Trying to look up more than 2-3 questions is likely not possible if you plan to complete the exam in this time frame. To do well in this course, you will need to know and understand the text and additional material well.

Only one exam attempt is allowed. Further, once the time for the exam has expired, no more questions may be saved. Please ensure that you save answers that you have completed, so that they will be considered in grading the exam.

The availability period for the regularly scheduled exams is Friday 8:00 AM to Saturday 8:00 PM. Think of this as a 36 hour time frame to “pick up” your exam. Once you “pick up” your exam, you will have 60 minutes to complete it. 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, or if your wireless drops out, then you may not be able to get back into the exam. Note that you are not advised under any circumstances to exit the exam, take a break, and then attempt to reenter the exam. The timer begins as soon as you access the exam, and continues even if you exit the exam. You will be able to reenter the exam, as long as it is within the 60 minute timeframe from when you initially started the exam; however, any time you exit the exam, the timer for the exam continues. Please be sure to avoid such situations. Before each test, ensure that your browser settings are updated and compatible with UNT Blackboard Learn and that you regularly save your responses.

At a minimum, exams will cover the applicable text chapters outlined in the syllabus and other reading material or videos provided and/or discussed within the course. Be sure to read all exam instructions thoroughly. Please read each exam question carefully and select the best answer. You are responsible for following all exam instructions/directions. The questions will be delivered one at a time, in a randomized manner. Any changes to format or delivery will be specified in the exam instructions. Please read exam instructions carefully to know what is expected for each exam. Note that questions are randomly drawn from the exam question inventory. As such, you can expect that questions will be out of chapter sequence since they are drawn randomly.

Your exam score will not be released until the availability period has ended. In the unlikely event that test security is compromised, the instructor reserves the right to take appropriate follow-up measures.

Exam questions, answers, missed questions, correct answers, etc., will NOT be returned in Blackboard Learn or in any other form other than in person.

Please be sure to prepare an environment for yourself that is conducive to taking the exam (i.e., quiet, free from distraction, reliable and consistent internet connection).
Appendix B – Discussion Forums

Introduction Discussion Board
There is a forum for the students in the course to get to know one another called “Introduction Discussion Board.” In this discussion, you are asked to reply to my thread, briefly answering the questions I have provided. This will assist you in forming groups for the major project. To keep this discussion board manageable, please reply to my thread to answer the questions. Then feel free to reply to individual student’s threads to encourage them to join in on your group.

Discussion Forums
Part of a useful and effective online course is the additional learning that occurs through meaningful online discussions of the chapter material. Such discussions, when taken seriously and considered carefully, have the possibility to greatly heighten students’ learning of the material.

One of your assignments is to participate in online discussions, as scheduled on the course outline. To create a “small” class feel, I will split the class into smaller discussion groups. You should expect to work with 10-12 students in each discussion setting (you will participate in the same group throughout the semester).

These online discussions require you to post an ORIGINAL RESPONSE to my question(s) (200 word limit each question) and to REPLY to a response provided by one of your classmates (150 word limit). Your grade on each of the discussions is contingent on both your original posts and a reply post to one of your classmates’ responses. In order to receive credit for your post, each original response (i.e., response to each question) must contain at least one original research source (outside the text or weekly readings) to support your argument or discussion. The reply is exempt from this requirement, but must contain thoughtful, relevant information.

Each discussion will be available by at least Wednesday at 8:00 AM of the week for which it is scheduled and all responses are due by 8:00 PM that Sunday. Please see the schedule of topics and assignments.

Your responses will be graded on the original contribution (with original citations), meeting the guidelines (including limits), quality, depth, and level of insight. Keep in mind that posting earlier during the availability window both ensures you complete the assignment and likely gives you the opportunity to make more insightful contributions (i.e., if you are not rushing at the last minute to make a post).

Please do not be offended if I do not reply to your discussion posts. A Discussion Board post from me is unusual simply due to the volume involved. However, I do personally read and evaluate each post you make, and typically provide individual feedback when grading your posts.

Steps for Completing Discussion Forums:
1. Read and analyze the material in the text and all additional readings.
2. Identify the core concepts and theories presented in the chapter, and think about how those tie to the additional readings for the week.
3. Read the questions posed in the discussion forum for that week, and begin researching the topic to clarify new concepts in the question and to seek answers. For example, conduct web-based searches, find information in electronic and hard-copy sources in the library, and access primary contacts.
4. Read what other students have presented in their posts.
5. Use the information gathered in your research to post about your findings and syntheses via your responses (limit your post to 200 words per question). Be sure to include a unique piece of
research, beyond the textbook and assigned weekly readings in each response you make. This shows you have evidence to support your view, and demonstrates higher level thinking.

6. Reply to another student’s response for at least one of the questions (limit your post to 150 words or less). This does not require an additional, unique citation. Your score for the reply, however, is based on thoughtfulness and substance provided.

7. Each week after the discussions are graded, you can find my comments on your individual post by visiting “My Grades” and clicking “Comments”. This feedback will help you as you work to craft subsequent answers.

Please be sure to adhere to the following guidelines when participating in each discussion.

- You are required to provide an original post to each question presented AND respond to at least one of your classmates’ posts in one of the question threads (i.e., one response to a classmate for a particular question). In order to receive credit for the discussion forum, you must make both your original posts, and reply to at least one of your classmates’ posts.
  - You must make a reply post to my questions presented for the week. Your post must make at least one unique contribution to the discussion for each question; thus, you must read other students’ posts in order to ensure you are making a unique contribution. There are advantages to posting early and checking the posts of others in your group frequently.
- Put a lot of thought into each posting you make. Expect to spend a significant amount of time preparing and participating.
- A good post is one that adds new insight or that synthesizes past postings by connecting theory with information outside the text. This will require you to do some research before posting your response to a particular week’s discussion. Additionally, you should provide at least one new source/point of information (beyond the text and weekly readings) for each question you answer.
- You should provide citations for any new information you provide in your post. For example, suppose you were discussing an article about cultural distance written by Michael Smith in The Economist in 2013. You would paraphrase the information, and provide the citation (Smith, 2013). Please refer to my citation guide in the “Team Project Guideline” to assist you with the proper formatting.
  - Each question addressed in your post should contain at least one unique citation (i.e., a citation not yet presented by one of your discussion group-mates beyond the textbook or weekly readings).
  - After you have cited an author in-text, you must provide a reference so others can access this particular piece. Also, if the source is online, please provide a link to the source.
- When responding to a classmate’s post, focus your attention on the content of his/her prior post. While it is great if your post incorporates issues covered in parallel branches of the thread, you are not required to do so.
- Be succinct. Please limit your post for each question to 200 words and replies to 150 words.
- Avoid using quotes as much as possible. Using a quote does not display originality of thought. Quotations from other sources should be reserved only in the case of making a really strong point (not when you just can’t figure out how to put it into your own words).
- Avoid plagiarism. Remember, using the exact or nearly exact words of a source you cite is also considered plagiarism. Be sure to paraphrase/summarize what you are reporting. Avoiding plagiarism involves more than simply changing a few words.
- Avoid repeating material posted by others. Rather, build on their posts. That will require you to read others’ posts prior to making your own.
- Please do not make “isolated” posts at the “eleventh hour.” Such posts do not add substance or quality to the discussion. Posts made in such a manner will be penalized.
Example Discussion Forum Question, Answer, and Feedback

Example Discussion Forum Question

After reading Chapters 1 and 2 and the supplemental readings (and video), you should have a better understanding of globalization and how culture and its components influence international business.

The film indicates that India’s young workers are greatly influenced by Western cultures when working for call centers. Based on personal research and reading the case (pages 74-75) after the film, answer the following. Be sure to support your arguments with chapter concepts and outside research.

1. Do you believe cultural shifts, such as those described in the video and case can eventually lead to adjustment in levels of Hofstede dimensions within cultures? Why or why not?

2. Does evidence indicate the effect is as great as the movie indicates? For example, is globalization the cause of increasing divorce rates, drug use and crime in these countries? Why or why not?

Keep in mind that you should provide at least one original, reliable research source (beyond the textbook, video, and assigned readings) to support each argument.

1st Example Response

1. As we read and saw in the video, young Indian workers in call centers are greatly influenced by Western cultures. These workers are not the only affected Indians, as the younger Indian generations as a whole are embracing a more independent and Western lifestyle (“What India Culture Today is Like”). If this trend continues, it could lead to adjustments in the levels of Hofstede dimensions in the culture. For example, currently India is a country with collectivistic traits. Indians typically set aside personal goals for the good of the whole, and their identities are cultivated through their families rather than personal identities (Moore, 2006). In the video, we see a shift from this mentality among some of the interviewees, as their focus is more on personal goals and independence. One example we see is the shift from the typical Indian family structure, of children living with their parents until marriage, which were often arranged. While many of the video’s subjects live at home or with a family member, there are some who have ventured away from this norm and are living an independent lifestyle on their own.

2. There is evidence to indicate that globalization is as great as the movie indicates, and yes, it could be a contributor to negative outcomes such as drug use and crime in these countries. With the new Western-style prosperity, the old social structures that have held together community for ages have lost their authority. The old systems of caste, religion, family and assemblies of elders are no longer relevant to the new mentalities, and without the old structure, crime and other social negatives can thrive (Kapur, 2012).

References:


Example Feedback
Overall, nice work in completing this week's discussion. Your response to #1 is particularly well articulated, and your reply is thoughtful and insightful. I appreciate that you brought in an additional research source for the reply as well to support your point.

You do a really nice job in response #1 of supporting your argument with research. You do the same in #2; however, some additional specific information on crime rates or other negative social outcomes would lend additional strength to your argument.

I hope this is helpful as you prepare your next discussion. Please let me know if you have any questions. - Dr. Gaffney

2nd Example Response
1. In the near future, the level of globalization influence seen in the video isn’t enough for a level adjustment in the Hofstede. We can see in the video that the call center “lifestyle” greatly affect the lives of the people involved (directly and indirectly), but there aren’t enough people being affected by these types of jobs to change the index levels. I did a rough calculation using data from the video, the article “The Culture Shock of India’s Call Centers” (Hartley. Walker. 2012), and the Indian Census and came to the conclusion that less than 1% of the population is being affected by these jobs. This, as mentioned by Michael Elliot in the video, can be seen more as an incubation of western culture in India, than as a great creator of change in the local culture. I would say that this could be considered at this point as a subculture that involves a very small portion of the population. The numbers seem large to us in the US because by comparison our population is much smaller, so the jobs lost might affect the country much more than the gained jobs affect theirs.

2. Globalization can be considered one of the causes but I think it is in an indirect way. Even though globalization happens faster today it has always been a part of humankind, constantly changing people’s habits. That is one of the ways societies evolve, by trading knowledge and technology among other things.

As globalized economies become richer and educational level rises, there is a tendency for women to become more educated and consequently financially independent, meaning smaller gender inequality, which can be considered one of the main factors for the increase in divorce rates the world over, especially in emerging economies. (Kenny, 2013).

Drug abuse and crime rate increase follow this same kind of rationale, but from what I have seen (especially in Brazil where I noticed an increase in the use of Crack) are more related to population
increase, poverty, lack of education, and very uneven wealth distribution, which can all be linked to globalization but aren’t exactly caused by it. These factors were already present in societies and globalization has the capacity to put strain in the situation by making life better for some but not for others, as mentioned in the video, but not by causing these conditions.

References:


Example Feedback
Overall, really nice work on your responses and replies in the forum this week. You provide concise, well-organized, and insightful responses with appropriate research support.

Keep up the good work! All the best - Dr. Gaffney