

UNIVERSITY of NORTH TEXAS COLLEGE OF BUSINESS

MGMT 4660 – International Management Perspectives Course Outline – Section 001, 5W1 2017

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Office Hours: **Monday through Thursday: 1:00 pm – 2:00 pm (CST).** Other times available by appointment and UNT e-mail checked daily except Sunday.

INTRODUCTION:

International Management Perspectives (MGMT 4660) 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.

Prerequisites: BUND (Business Undecided) and PACC (Pre-Accounting) major students may not enroll in this course unless they are assigned to BFND or AFND sub-plan.

COURSE OBJECTIVES:

This course has been structured to help you achieve four major objectives. At the end of the course you should:

1. To understand the use of general and strategic management skills in conducting international operations.
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 various differences and similarities between the management techniques and systems of American organizations and the organizations of other nationalities, i.e., the value and limits of transferability.
4. To develop a better ability to manage cultural and institutional diversity in various national contexts.

REQUIRED TEXTBOOK AND SOFTWARE:

Cullen, J.B., and Parboteeah, K. P. (2017). Multinational Management: A Strategic Approach. (7th. Ed.). Mason, OH: Thomson South-Western Publishing Inc.
(Additional readings, cases, and exercises will be distributed in class)

Microsoft® Office Suite™ and Adobe® Acrobat Reader™ are the official software packages for this course. I will not accept Google Docs, Pages, WPS, RTF, and etc. You may use a video codec that is compatible with your system.

METHOD OF INSTRUCTION:

Classes in the course will be conducted using discussions, exercises, articles and cases. Discussions will be used to elaborate on and extend the content of the readings, developing conceptual ideas and applying them to business situations. Articles and cases will deal with issues related to the strategic management framework and business integration. Recognize that each article/case is simply a record of an issue, which has been faced by business executives. It is not to be construed as portraying either correct or incorrect behaviors. Instead, these articles/cases contain the facts, opinions and prejudices upon which executive decisions have been made. As such, they will provide the basis for in-depth examination of particular issues and concepts.

For this method of instruction to work effectively, **you must have read and thought about all assigned material prior to the class.** A good rule of thumb is to spend as much time analysing and preparing the material as you do reading it.

PERFORMANCE EVALUATION AND GRADING:

Your grade in this course will be determined by your performance on three exams, two article reviews, two term papers, and the level and quality of your participation. The point distribution will be as follows:

Participation	20
Article Review	10
Article Review	10
Term Papers 2 @ 30 each	60
Exams 4 @ 100 each	<u>400</u>
Maximum Points Possible	500

Total Points Earned:

- A: 450 – 500
- B: 400 – 449.9
- C: 350 – 399.9
- D: 300 – 349.9
- F: < 299.9

CLASS PARTICIPATION:

Various discussion techniques will be used in class. For these techniques to be effective, you must do the following:

ATTEND every class, arriving on time so that it can start promptly. If you must be absent and have a reasonable excuse, please let me know in advance.

PREPARE for every class so that you can contribute to the discussion and also appreciate what is being said. Adequate preparation requires more than simply reading the assigned material. Rather, you should have analyzed all the important issues, taken a position on them, and be prepared to support them. If you have been unable to prepare adequately let me know before the class. This will help you avoid being embarrassed inadvertently.

PARTICIPATE in every class. You are responsible for making sure that you do. Participation can take many forms, including making a comment, questioning what has been said, and synthesizing what has been said. If a fellow student makes a point you disagree with, do not let it go unchallenged. Otherwise I will assume you concur, possibly to your peril.

INCOMPLETE GRADES

Professors in the College of Business must seek authorization to grant incomplete grades. Requests must go through the Professor's department and be approved by both the Chair and the Dean. After approved by the Dean, an incomplete grade may be entered into the Registrar's grade repository. In addition, the terms and conditions under which an incomplete grade may be granted are extremely narrow. Please consult the student handbook for more information.

EXAMS (1-4):

Exams are "knowledge-acquisition-application" oriented. That is they are designed to "quickly" test your knowledge of basic strategic-management concepts and theories, certain key concepts or analytical tools – in particular, those associated with the analysis models. The objective is to ensure that all students "are on board" and are "staying up-to-date" with the instructor and the rest of the class. I may use Blackboard® to deliver parts of the exams and report class progress.

SPECIAL NOTE ABOUT THE BLACKBOARD® LEARNING SYSTEM:

The Blackboard Learning System is committed to making certain that online courses are open and accessible to people with disabilities. As a result, The Blackboard Learning System complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and using assistive technologies, such as screen readers, to fully use the software. The Blackboard Learning System has worked with the Adaptive Technology Resource Centre (ATRC) at the University of Toronto on compliance requirements. The Blackboard Learning System enables faculty or course designers with disabilities to use assistive technologies with the Blackboard Learning System in their course creation and delivery.

FINAL EXAMINATION:

The comprehensive exam will be based on case, essay, m/c, and computation questions. It is designed to test your understanding of the theoretical and conceptual foundations of the course as well as your ability to apply the conceptual material to real-world situations.

SUNDOWN RULE:

You have two weeks (from the due date) to inquire about your grade on an exam or assignment. The exception to this is the final exam where inquiries may extend into the new term. The purpose is to resolve any issue during the term and not wait until the last week of the term. Check your grades weekly.

BLACKBOARD LEARNING SYSTEM GRADES:

Grades posted in the Blackboard Learning System are unofficial. The instructional team will keep official grades (in spreadsheet form) in a secure location. This is to protect against hacking of the Blackboard Learning System and destruction of grade reports. Official grades and Blackboard Learning System grades should be equivalent (match). Please contact me to discuss discrepancies. Check your grades weekly.

EUID ACCESS AND PASSWORDS:

Enterprise User Identification numbers (EUID's) and passwords are required to access the course homepage. It is the student's responsibility to maintain a current EUID number and password. Keep in mind that the University will time out passwords every 120 days for security reasons. You may reset your password at <https://ams.unt.edu/acctreq.php>.

USE OF PERSONAL COMPUTERS:

The student assumes ALL responsibility for the operating condition of personal computers and the functionality of individual Internet connections. The help desk is available to help solve personal computer issues and is located at https://webctsupport.unt.edu/index.cfm?M=Student_Resources. The help desk web page has contact and hours of operations information displayed. In addition, ISP issues will be dealt with on an individual basis and will require documentation. Please modify pop-up blocker software.

SPLASH BANNER AND ANNOUNCEMENTS:

I will share quick news and course updates with the class using the splash banner. The splash banner is located on the class homepage just below the textbook art. Check the announcement function often.

STUDENTS WITH DIFFERENT ABILITIES:

The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with disabilities. If you

have (1) an established disability as defined in the Americans with Disabilities Act 1990 and amended, (2) have registered with the Office of Disability Accommodation, and (3) would like to request accommodation, *please contact the course professor as soon as possible*. Office hours, locations, phone numbers, etc., are presented herein. Note: University Policy requires that students notify their instructor(s) within the first week of class that an accommodation will be needed.

OFFICE OF DISABILITY ACCOMMODATION:

The course instructor works closely with and conforms to the strict guidelines of the UNT Office of Disability Accommodation. Printed exams will be administered by the ODA at a location agreed upon by the client, the instructor, and ODA staff.

PANDEMIC OR DISASTER POLICY:

The word “Pandemic” refers to health related emergencies as declared by the proper authorities. The word “Disaster” refers to either natural and man-made activities, or states of emergency affecting the population, as declared by the proper authorities. This includes Zombie attacks. We will continue to operate through normal Internet connections (Blackboard). Course timing and due dates adjustments will be made as required. I will contact you via telephone, through Blackboard, and Eagle Connect email platforms. No Pigeons will be harmed during this process.

EMERGENCY ALERT POLICY:

The University of North Texas has an emergency Notification System, [Eagle Alert](#), which has the capability of calling or text messaging emergency notices. As a student, you may also register with Eagle 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.

COURSE RELATED E-MAIL MESSAGES*

I will use the messages tool within the course to contact you. Blackboard delivers my messages to your default [EUID@unt.edu](#) or [EUID@my.unt.edu](#) email account. It is your responsibility to check your default e-mail account three times weekly. Remember, I do not have administrative access to change your default e-mail account. Only you can make changes. Please consider the following example.

To: [Michael.Sexton@unt.edu](#)
From: [Good.Student@my.unt.edu](#)
Title: MGMT 4660 Question About The Term Paper.

Dear Mr. S:

Did you receive my term paper on Friday night?
Best, G.S.

*Please keep in mind that my name is **Professor Sexton** and not “Hello,” “Hey,” “Hi,” “Yo,” or “Say There.”

SCHOLASTIC DISHONESTY POLICY:

The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating and plagiarism:

The term **cheating** includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) **the acquisition, without permission, of tests or other academic material belonging to the publisher, a faculty member, or staff of the university.**

The term **plagiarism** includes, but is not limited to, the use, by paragraph or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline at the University of North Texas.)

The incident will be reported to the UNT Office of the Provost and the investigation will follow the outlined "Academic Integrity Process" as referenced at <http://www.vpaa.unt.edu/academic-integrity.htm> . If you have engaged in academic dishonesty related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

***Please Note:** I will use a plagiarism detection service (i.e. Turnitin.com) to scan your submissions. This will be done in full compliance with university policy.

BE PROFESSIONAL:

Every semester a student will ask me for a deal that is not available to all students. It is unethical to ask me to give you points that have not been earned and speaks poorly of your integrity and mine if I were to grant your request. It always results in an embarrassing situation for the student where respect dissolves quickly. A common mistake is to ask to extend deadlines for assignments and/or exams, because you missed the deadline. Under no circumstances will I grant such a request for it is unfair to other students. Missed assignments are assigned a 0. And the most ridiculous and unethical mistake is to ask for a higher grade at the end of the course when you did not earn it. There are points available in the course. Take advantage of them, because at the end of the course is too late. In effect, act professional and you will be treated as one.

UNT COLLEGE of BUSINESS STUDENT ETHICS STATEMENT**:

As a student of the UNT College of Business, I will abide by all applicable policies of the University of North Texas, including the Student Standards of Academic Integrity, the Code of Student Conduct and Discipline and the Computer Use Policy. I understand that I am responsible reviewing the policies as provided by link below before participating in this course. I understand that I may be sanctioned for violations of any of these policies in accordance with procedures as defined in each policy.

I will not engage in any acts of academic dishonesty as defined in the Student Standards of Academic Integrity, including but not limited to using another's thoughts or words without proper attribution (plagiarism) or **using works in violation of copyright laws**. I agree that all assignments I submit to the instructor and all tests I take shall be performed solely by me, except where my instructor requires participation in a group project in which case I will abide by the specific directives of the instructor regarding group participation.

While engaged in on-line coursework, I will respect the privacy of other students taking online courses and the integrity of the computer systems and other users' data. I will comply with the copyright protection of licensed computer software. I will not intentionally obstruct, disrupt, or interfere with the teaching and learning that occurs on the website dedicated to this course through computer "hacking" or in any other manner.

I will not use the university information technology system in any manner that violates the UNT nondiscrimination and anti-sexual harassment policies. Further, I will not use the university information technology system to engage in verbal abuse, make threats, intimidate, harass, coerce, stalk or in any other manner which threatens or endangers the health, safety or welfare of any person. Speech protected by the First Amendment of the U.S. Constitution is not a violation of this provision, though fighting words and statements that reasonably threaten or endanger the health and safety of any person are not protected speech.

**** I did not write this policy which displays terrible use of passive voice, sentence structure issues and other crimes against good writing. All COB courses are required to display this policy.**

Student Standards of Academic Integrity

http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf

Code of Student Conduct and Discipline

http://conduct.unt.edu/sites/default/files/pdf/code_of_student_conduct.pdf

Computer Use Policy

<http://policy.unt.edu/policy/3-10>

MGMT 4660 – International Management Perspectives
Revised Course Outline – 5W1- 2017¹

Wk	Date	Topic	Reading/Assignment
1	June 5	-Introduction & Overview -Research Methods -Multinational Management in a Changing World	Text: Chapter 1
	June 6	-Culture and Multinational Management	Text: Chapter 2
	June 7	-Institutional Context of Multinational Management	Text: Chapter 3
	June 8	-Managing Ethical and Social Responsibility Challenges in Multinational Companies	Text: Chapter 4
	June 9	Library Research Assignment	Progress Notes Due Today
2	June 12	Exam One (Chapters 1–4, videos, supplements, and cases) -Strategic Management in the Multinational Company	Text: Chapter 5 Article Review Due Today
	June 13	-Strategic Management in the Multinational Company -Multinational Participation Strategies	Text: Chapter 5 Text: Chapter 6
	June 14	-Small Businesses and International Entrepreneurship	Text: Chapter 7
	June 15	-Organizational Designs for Multinational Companies	Text: Chapter 8
3	June 19	(Exam 2: Chapters 5-8, supplements, videos, and cases) -International Strategic Alliances	Text: Chapter 9 Supplements Term Paper One Due Today
	June 20	-International Strategic Alliances -Multinational E-Commerce: Strategies and Structures	Text: Chapter 9 Text: Chapter 10

¹This schedule is not absolute. While every effort will be made to follow the schedule as listed, changes may be made as needed. It is your responsibility to be aware of any announced changes.

	June 21	-International Human Resource Management	Text: Chapter 11
	June 22	-HRM in the Local Context: Knowing When and How to Adapt	Text: Chapter 12
4	June 26	(Exam 3: Chapters 9-12, supplements, videos, cases)	Article Review Due Today
	June 27	-International Negotiation and Cross-Cultural Communication	Text: Chapter 13
	June 28	-Motivation in Multinational Companies	Text: Chapter 14
	June 29	-Leadership and Management Behavior in Multinational Companies	Text: Chapter 15
5	July 03	-Teams and Knowledge Management in Multinational Corporations	Text: Chapter 16 Term Paper Two Due Today
	July 04	No class.	University is closed today.
	July 05	-Presentations on T.P Two	PPT Slides Due Today
	July 06	(Exam 4: Chapters 13-16, supplements, videos, cases)	
6	July 10	Grades Posted	
This schedule is not absolute. While every effort will be made to follow the schedule as listed, changes may be made as needed. It is your responsibility to be aware of any announced changes. I wish you peace!			

INDIVIDUAL ASSIGNMENTS

During the semester, you will be required to complete two (2) article reviews. As part of that assignment, you will be required to make a presentation and submit a written report detailing its analysis, findings and recommendations. Specific assignment due dates and topics will be discussed in class.

Look for a current article (newspaper, current news magazine, or legitimate Internet website no older than 6 months from the due date) that relates to any aspect of family business. Please, no articles with political orientation. Additionally, if you are reviewing a very short article (one that is so short, your review will be longer than the article), you will need to find additional articles on the same topic to receive full credit. Late submissions will not be accepted.

Here are the specifics:

- 12-point Arial font.
- One inch margins on all sides.
- You will write a one-page review on each article.
- One-half page (single-spaced, keyboarded) summary of the article.
- Make sure you are using single line and character spacing.
- One-half page (single-spaced, keyboarded) of your critique and opinion about the topic being discussed in the article.
- If your review is not one page, 5 points will be deducted from your total score.
- Clip or staple the article(s) to the back of your review. If you do not include the hard copy of your article with your review, 5 points will be deducted from your total score.
- No coversheet or Letter of Transmittal is required.

Article review of Name of Article

Author of Article

Source of Article (newspaper, journal, internet URL, date, page as per APA)

By your name

½ page of single-spaced summary.

½ page of single-spaced critique and opinion.

International Management Perspectives Research Paper

There are two (2) research papers due this term for the study abroad section of International Management. The assignment is designed to stretch your knowledge on selected topics. The paper will follow standard APA guidelines as to parenthetical annotation and works cited sections. Other parameters include twelve (12) point Ariel font, normal character spacing, single line spacing, a cover sheet and reference page, and no longer than 12 pages in length (14 total). One inch margins and ¼ inch indentions. No executive summaries or letters of transmittal are required.

I am looking for a professional report that (a) demonstrates a command and understanding of the issues involved in the case and their interrelationships, (b) uses sound presentation logic and well thought through justifications, and (c) displays a liberal use of *appropriate* graphs, charts and tables, is expected. Turn in your Word files to Michael.sexton@unt.edu for submission to www.turnitin.com. Late submissions will not be accepted. You may select only one paper from each category.

1. Write an informational report (white paper) for your employer on the Foreign Corrupt Practices Act and as amended. Please describe the act, why it exists, what changes have been made, what is permissible, what is not permissible, and under what conditions. Are there any special or interesting features? You must use several resources including the UNT electronic library.
2. Compare a US business and a similar business (bar, hotel, winery, etc) in another country. Using the UNT electronic library, please identify the SIC code, describe the major features and characteristics of the industry, examine the industry using Porter's Five Forces of Competition model, and identify industry drivers (remember there are only four drivers of each industry). Then describe firm #1 and firm #2. Progress on to compare the firms, contrast the differences and the time lines for getting the firms up and running, and conclude whether you would open a similar business in the country we have visited. Is it easier to open the business in the US or in the foreign country? Are there any special requirements or permits? Are there any trade associations? Are there any labor unions to deal with? What is the influence of the church or government on the business? Do we have access to labor and other needed resources?
3. Compare a Multinational or Global firm (Price Waterhouse Coopers, Toyota, GE, etc) that operates in the US and in the foreign country we have visited. Describe each firm and operational constraints. Is the firm viewed favorably by locals? What similarities exist? What is the IHRM orientation? What local adaptations have they made, if any? Is the strategy different depending on the country? What about marketing and product differences?
4. Write a short informational report (country report) for your employer on the foreign country we have visited. Please give us a brief history. Then describe the culture and population, form of government, identify the leader, the role of religion, infrastructure build-out, currency stability and general economic stability projections, communication and apparel expectations, and taboos. You must use several resources including the UNT electronic library.
5. Compare doing business in the US versus a country we have visited using Hofstede's Model of National Culture. Contrast the differences using the model's five dimensions and explain the implications on negotiating and maintaining business relationships. Elaborate on how the model is applied to organizations and any special considerations for management.
6. What are the implications of the Trans-Pacific Partnership Agreement (TPP) on the US? Which nations are involved in TPP negotiations? Does this benefit APEC or BRICS nations? Does this replace WTO agreements between countries? Is this a good deal for the US or not?

7. Contrast the New Development Bank (BRICS) with the International Monetary Fund (IMF). How are they different and why? Who do they finance? What kind of projects receive financing? Do we need both?

Helpful Resources

- a. MGMT 4660 Class Page at the UNT Library.
- b. CIA World Fact Book
- c. US Department of State
- d. United Nations
- e. World Bank
- f. World Bank Group
- g. International Monetary Fund
- h. World Health Organization
- i. Nation Master
- j. National Embassies
- k. Visa HQ.com
- l. Travel web sites
- m. Geert-Holfstede.com
- n. Doingbusiness.org
- o. Ustr.gov/tpp
- p. <http://ndbbrics.org/>

UNIVERSITY OF NORTH TEXAS
Authorization to Release Assignments to Plagiarism Detection Service

Written assignments in this course may be provided to Turnitin, an internet-based plagiarism detection service that is not affiliated with the University of North Texas. If you sign the form, your assignments may be submitted to the service with your name or student identification number. If you do not sign the form, you must provide an identical copy of your assignment with personally identifiable information removed so that the material can be submitted to the service. This authorization is only to allow the instructor to more efficiently manage the course and will expire upon the issuance of a final grade. You are not required to sign this authorization and you will not be penalized if you do not sign the form.

Please print, sign and date the authorization form. Return the form to the instructor upon completion.

I, _____, hereby voluntarily authorize

[Print Name of Student]

Professor Michael Sexton in **MGMT 4660 International Management Perspectives** to disclose assignments that may contain my name and/or student identification number to an internet-based plagiarism detection service**.

This authorization will remain in effect from the date it is signed until a grade is assigned in this course and does not apply to any other course in which I am enrolled at the University of North Texas.

Student Signature

Date

**Note: I will code your submission and remove the report cover if group member names are listed. This is done to protect those going on to graduate school from team members that have plagiarized (whether intentionally or unintentionally).

UNIVERSITY OF NORTH TEXAS
Authorization to Release Photos, Images, or Likenesses

I, _____, hereby voluntarily authorize

[Print Name of Student]

Professor Michael Sexton to electronically store and use photos of me in/on University newsletters, web sites, electronic message boards, yearbooks, reunion photos, and advertisements.

Student Signature

Date

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Date

