

# UNIVERSITY of NORTH TEXAS

## COLLEGE OF BUSINESS

### MGMT 4660 – International Management Perspectives Course Outline – Section 089, 5W1 2019

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**Office Hours:** **Various times during our stay in Madrid.** 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: None and open to all majors.

#### 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. (7<sup>th</sup>. 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. 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](#). I will not accept Google Docs, Pages, WPS, RTF, and etc. You may use a video codex that is compatible with your system.

## METHOD OF INSTRUCTION:

We will travel to Madrid, Spain. Classes in the course will be conducted via visiting Global firms, discussions with Global Managers, foreign cultural immersion, Content on Canvas LMS, in class 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 behaviours. 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, one term paper, and the level and quality of your participation. The point distribution will be as follows:

Participation	15
Presentation	15
Article Review 01	15
Article Review 02	15
Term Papers 01 @ 40 each	40
Exams 3 @ 150 each	<u>450</u>
Maximum Points Possible	550

Total Points Earned:

- A: 495 – 550
- B: 440 – 494.9
- C: 385 – 439.9
- D: 330 – 384.9
- F: < 329.9

## 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.

#### **PATICIPATION AT BUSINESS/ CULTURAL VISITS:**

All students are required to attend and return from business/ cultural visits with the group as scheduled. All absences must comply with University Policy. Please see the scale below for unexcused absence weighting.

<b>Occurrences</b>	<b>Effect on Final Grade</b>
<b>1</b>	<b>Loss of 10 points</b>
<b>2</b>	<b>Loss of one letter grade</b>
<b>3</b>	<b>Loss of two letter grades</b>

#### **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.

#### **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 one week (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.

### **CANVAS LMS GRADES:**

Grades posted in the Canvas LMS are unofficial. The instructional team will keep official grades (in spreadsheet form) in a secure location. This is to protect against hacking of the Canvas LMS and destruction of grade reports. Official grades and Canvas LMS 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://it.unt.edu/helpdesk>. 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 University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. 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. You may request reasonable accommodations at any time, however, ODA notices of reasonable accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new

letter of reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class.

For study abroad courses, students requesting accommodations should notify their faculty leader as early as possible so that appropriate arrangements can be made. Note that while the Americans with Disabilities Act (ADA) does not extend beyond US borders, and international accessibility requirements vary broadly from US standards, UNT study abroad programs will endeavor to provide accommodations wherever practicable.

Students are strongly encouraged to deliver letters of reasonable accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Office of Disability Accommodation website at <http://disability.unt.edu/>. You may also contact ODA by phone at 940.565.4323.

### **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.

### **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](mailto:EUID@unt.edu) or [EUID@my.unt.edu](mailto:EUID@my.unt.edu) email account. It is your responsibility to check your default e-mail account three times weekly. Please consider the following example.

To: [Michael.Sexton@unt.edu](mailto:Michael.Sexton@unt.edu)  
From: [Good.Student@my.unt.edu](mailto: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 <https://vpaa.unt.edu/fs/resources/academic/integrity>. 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](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](http://conduct.unt.edu/sites/default/files/pdf/code_of_student_conduct.pdf)

Computer Use Policy

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

## Course Outline – 5W1- 2019<sup>1</sup>

<b>Wk</b>	<b>Date</b>	<b>Topic</b>	<b>Reading/Assignment</b>
<b>1 Class</b>	June 3	-Introduction & Overview -Research Methods -Multinational Management in a Changing World	<b>Text: Chapter 1</b>
<b>Class</b>	June 4	-Culture and Multinational Management	<b>Text: Chapter 2</b>
<b>Class</b>	June 5	-Institutional Context of Multinational Management	<b>Text: Chapter 3</b>
<b>Class</b>	June 6	-Managing Ethical and Social Responsibility Challenges in Multinational Companies	<b>Text: Chapter 4</b>
<b>Class</b>	June 7	<b>Exam One (Chapters 1–4, videos, supplements, and cases)</b> <b>Article Review Due Today</b> -Strategic Management in the Multinational Company	<b>Text: Chapter 5</b>
	June 8	<b>Off</b>	
<b>2 Class</b>	June 9	AA # 36 to Madrid, Spain. DFW-MAD. Be at DFW @ 2:15 pm.	Passport, small hand bag, & checked bag at 45 lbs.
<b>Class</b>	June 10 Mon	<b>Welcome to Madrid.</b> Train to dorms. Arrival and meeting with ACCENT staff Settle in and explore.	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48
<b>Class</b>	June 11 Tues	<b>10:30 am Orientation</b> <b>1:30 pm Group Lunch</b> <b>4:30 pm Guided City Tour</b>	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48
<b>Class</b>	June 12 Wed	<b>10:00 am – noon class time</b> <b>3:00 pm Lecture with Dr. Alvaro Fernandez Luna</b> <b>Madrid Stadium Tour</b> <b>7:00 pm Free</b> -Strategic Management in the Multinational Company	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48 <b>Text: Chapter 5</b>

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<sup>1</sup>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.



<b>Class</b>	June 13 Thur	<b>8:30 am Bus to Toledo</b> <b>10:00 am Cheese Factory</b> <b>12:00 pm back to Toledo</b> <b>12:30 pm Walking Tour</b> <b>2:00 pm Lunch on own</b> <b>7:45 pm Bus back to Madrid</b>	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48 Gift bags
<b>Class</b>	June 14 Fri	<b>10:00 am – noon class time</b> <b>12:30 pm Lunch on own</b> <b>2:00 pm ESRI Espana Spatial Analytics</b> -Multinational Entry Mode Strategies -Small Businesses and International Entrepreneurship <b>Article Review Due Today</b>	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48 Gift bags <b>Text: Chapter 6</b> <b>Text: Chapter 7</b>
<b>Class</b>	June 15 Sat	<b>9:00 am read chapter 8</b> <b>11:00 am Free time</b> -Organizational Designs for Multinational Companies	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48 <b>Text: Chapter 8</b>
<b>3 Class</b>	June 16 Sun	<b>11:00 am Suitcase Sculpture</b> <b>11:45 AVE train to Barcelona</b> <b>1:45 pm Arrival and Hotel ONA Arya Barcelona</b> <b>4:00 pm Guided city tour and visit Sagrada Family Business</b> <b>7:00 pm Free</b>	Carrer De Sants 383 08028 Barcelona Spain Phone: 00.34.931.317.500 Gift bags
<b>Class</b>	June 17 Mon	<b>8:00 am Breakfast</b> <b>10:00 am Lecture by Dr. Jaume Massons</b> <b>1:15 pm Free</b> - International Strategic Alliances	Carrer De Sants 383 08028 Barcelona Spain Phone: 00.34.931.317.500 Catalan Separatist Movement - Gift bags <b>Text: Chapter 9 &amp; Supps</b>
<b>Class</b>	June 18 Tues	<b>8:00 am Breakfast</b> <b>10:00 am Visit to retail operation</b> <b>1:30 pm Free</b>	Carrer De Sants 383 08028 Barcelona Spain Phone: 00.34.931.317.500 Gift bags
<b>Class</b>	June 19 Wed	<b>10:30 am Check out</b> <b>1:00 AVE train to Madrid</b> <b>4:00 pm Arrival and free</b> -Multinational E-Commerce	Carrer De Sants 383 08028 Barcelona Spain Phone: 00.34.931.317.500 <b>Text: Chapter 10</b>

<b>Class</b>	June 20 Thur	<b>10:00 am – noon class time.</b> <b>(Exam 2: Chapters 5-9, supplements, videos, and cases)</b> <b>1:00 pm Lunch</b> <b>3:00 pm Bank Santander</b> -International Human Resource Management	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48 Gift bags <b>Text: Chapter 11</b>
<b>Class</b>	June 21 Fri	<b>9:00 am read chapter 11</b> <b>12:00 pm Guided tapas tour</b> -International Human Resource Management	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48 <b>Text: Chapter 11</b>
<b>Class</b>	June 22 Sat	<b>9:00 am read chapter 12</b> <b>10:00 am Free</b> -HRM in the Local Context: Knowing When and How to Adapt	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48 <b>Text: Chapter 12</b>
	June 23 Sun	Free day in Madrid.	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48
<b>4 Class</b>	June 24 Mon	<b>10:00 am – noon class time</b> <b>13:00 Lunch on own</b> <b>7:00 pm Lecture by Dr. Miguel Angel Rolland</b> -HRM in the Local Context: Knowing When and How to Adapt -International Negotiation and Cross-Cultural Communication	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48 Lavapies: Tradition and Innovation in Public Space. <b>Text: Chapter 12</b> <b>Text: Chapter 13</b>
<b>Class</b>	June 25 Tue	<b>10:00 am – Noon class time</b> <b>1:00 pm Lunch on own</b> <b>3:00 pm Visit to Danone</b> -Motivation in Multinational Companies	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48 <b>Text: Chapter 14</b>

<b>Class</b>	June 26 Wed	<b>10:00 am – Noon class time (Exam 3: Chapters 10-14, supplements, videos, cases) 1:00 pm Lunch on own 3:00 pm Dr. Aranzazu Narbona, Spain, EU and Economics.</b>	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48
<b>Class</b>	June 27 Thur	<b>10:00 am Visit to Mahou San Miguel 1:00 pm Lunch on own 8:00 pm Farewell Dinner 10:30 pm Flamerico Evening</b>	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48
<b>Class</b>	June 28 Fri	<b>12:30 pm Guided Tour of Royal Palace 2:00 pm Lunch on own</b> -Teams and Knowledge Management in Multinational Corporations	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48
<b>Class</b>	June 29 Sat	<b>10:00 am Free day in Madrid.</b> -Teams and Knowledge Management in Multinational Corporations	Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48
<b>5</b>	June 30 Sun	Free day in Madrid.	<i>Paseo General Martínez Campos, 42 Bajo 4 28010 Madrid SPAIN Phone: 00.34.91.308.59.79 Fax: 00.34.91.308.63.48</i>
<b>Class</b>	July 01 Mon	AA# 157 MAD - DFW.	Bus arrives @ Dark Thirty.
	July 02	Rest up and catch up.	
<b>Class</b>	July 03	I am in the office.	<b>Term Paper Due.</b>
	July 04	National Holiday.	University is closed.
<b>Class</b>	July 05	<b>Wrap up</b>	
<b>6</b>	July 07	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

We will draw for company assignments. You will be asked to update the group before the company visit, present a gift from the University, and initiate Q&A.

## Article Reviews:

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 international management. 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.
- Include the URL for the location of the article.
- No coversheet or Letter of Transmittal is required.

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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 is one (1) research paper 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 Canvas LMS for submission to [www.turnitin.com](http://www.turnitin.com). Late submissions will not be

accepted. You may select only one paper from below.

1. 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?
2. 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.
3. 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.
4. 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-Hofstede.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



**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]  
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