

SHSU College of Business Administration
MGMT 4340 INTERNATIONAL MANAGEMENT

Spring 2018

Dr. Carla D. Jones

ABOUT THE INSTRUCTOR

Dr. Jones was born in Wichita, Kansas and moved to Kerpen, Germany at the age of 7. She learned reading, writing and arithmetic along with the German language during elementary school. Her family lived on the German economy (not shielded by a community of Americans) for 3 years. Since that time, Dr. Jones has travelled to South America, West Africa, South Africa, the Czech Republic, back to Europe and the Caribbean. She is strengthening her foreign language skills by studying Spanish and plans to engage in an immersion experience within the next year. She has also set her sights on visiting Asia in the near future.

In addition to international management, she researches corporate governance and corporate strategy. Her research has been published in top management journals such as the *Academy of Management Journal*, the *Journal of Management*, and *Entrepreneurship Theory & Practice*.

Office: SHB 236 V

Virtual Office: (via Blackboard) (The **BEST** option for concerns regarding the course & course content)

Email: cdjones@shsu.edu (2nd best option)

**** I will respond with 24 hours (M-F) ****

Office Phone: (936) 294-3452

Blackboard (please subscribe), phone, and

Virtual Office Hours (by appointment)



OVERVIEW AND OBJECTIVES

Welcome to this online course on International Management! We live in an increasingly globalized world, where managing effectively across national borders and cultural differences is crucial to career success and economic prosperity. More and more companies earn a large portion of their revenues from international operations, and employees of all levels and in all jobs often work and interact with people from different nations and cultures. Even companies that are not heavily internationalized can expect to be impacted by events occurring in several

different parts of the world. The purpose of this course is to allow you to develop an understanding and appreciation of working and managing in a global business environment.

This course adds an important perspective for business students. Businesses are no longer limited to operating in the country where they are located, but now have the opportunity to operate on a global scale. As business leaders we will gain insight regarding how to:

1. Adjust to the cultural environment of Global markets
2. Assess/Develop Global opportunities and strategies, and
3. Understand the implications of developing global business models

are better able to succeed in the global environment. Business students must gain insight regarding how businesses adapt to operating in a global environment, in order to add value to their organizations.

To achieve this objective, we will use two primary frameworks – the *Institution-Based View*, which examines a firm's environmental context, and the *Resource-Based View*, which studies the firm's capabilities. Using these frameworks, we will understand what determines the international success and failure of firms. Additionally, we will examine strategies required in emerging and transition economies, and the different ways in which international firms adapt to local practices across the world. Throughout the course, we will use examples and current events that apply the concepts we learn to happenings in the real world.

We will use a number of learning methods during this course – readings and online media, online lectures, virtual discussions, virtual team presentations, report writing, and open-book quizzes.

The major objectives that will be achieved by the end of the course are:

1. To develop an appreciation of the global nature of business today, and the forces shaping the evolution of the global market.
2. To become familiar with the process of extending from domestic business operations into global markets.
3. To become familiar with the major institutions participating in and facilitating global markets.
4. Develop an appreciation of the challenges of global business through an understanding of the familiar and unfamiliar in the cultural, social, economic, technological and regulatory environments of global business.
5. To become familiar with the major laws and ethical considerations relating to global markets.
6. To enhance your critical thinking skills. Critical Thinking is an active, comprehensive exploration process for formulating opinions, drawing conclusions, and making decisions. Critical Thinkers use evidence and logic to form and evaluate theories. The Critical Thinking Process involves asking pertinent questions, gathering relevant evidence, evaluating assertions based on the facts, and drawing reasoned conclusions. Critical Thinking is an ongoing process where beliefs and assumptions are continually assessed and revised in light of new evidence.

COURSE MATERIALS

Required Text: Global 3 [Softcover] by Michael W. Peng, 2015,
Southwestern Cengage.

ISBN-13: 978-1305627215

ISBN-10: 1305627210



Time Requirements:

If this course were offered on campus, you would be in class approximately 2.5 hours/week plus travel time. The online version is no different in terms of expectations for your involvement. This is an active and intensive online course that requires 3 hours of your time each week **in addition to** the time it takes you to read the required materials, watch the videos, and complete the assignments. That means that you need to plan to spend a minimum of **6 hours every week** (up to 9-10 hours a week) on activities related to this course. If you are worried about your preparedness, consider taking the [Online Readiness Survey](#) to help decide if an online course is right for you.

Technology Requirements:

As a student in an online course, you are expected to have reliable internet access every day. If you have computing problems, it is your responsibility to address these or to use campus computing labs. Problems with your computer or other technology issues are not an excuse for delays in meeting expectations and missed deadlines for the course. If you have a problem, [get help in solving it immediately](#). At a minimum, you will need the following software/hardware to participate in this course:

1. Computer with an updated operating system (e.g. Windows, Mac, Linux)
2. Updated Internet browsers (** the MOST reliable browser is [Mozilla Firefox](#))
3. Ability to navigate Blackboard
4. Minimum Processor Speed of 1 GHz or higher recommended.
5. DSL or Cable Internet connection or a connection speed no less than [6 Mbps](#).
6. Adobe Flash player (free): <http://get.adobe.com/flashplayer/>
7. Adobe Reader or alternative PDF reader (free):
<http://get.adobe.com/reader/?promoid=HRZAC>
8. Oracle Java plugin (free): <http://java.com/en/download/index.jsp>
9. Microsoft Silverlight plugin (free): <http://www.microsoft.com/getsilverlight>
10. A webcam and/or microphone is **highly recommended**.
11. MS Office (free for students)

Technical Support

Blackboard: If you have problems logging into your online course, or an issue within the course site, please contact the **SHSU Online Support Desk**:

- **Phone:** (936) 294-2780
- **Email:** blackboard@shsu.edu
- **Web:** online.shsu.edu/campus/support-desk/
- **Chat:** online.shsu.edu
- **Twitter:** @blackboardshsu

If you are having difficulty with a technology tool in Blackboard, visit **SHSU Online Support Desk**.

Outside normal office hours, SHSU Online Support Desk is available:

- **By phone/email/chat:**
 - Monday – Friday 24 hours
 - Saturday 7:00 am – Midnight
 - Sunday 1 pm – Midnight

If this is your first online course, it is recommended that you complete the [Online Course Orientation](#) listed in your My Organizations list. If you've already completed the orientation, you do not have to retake it but you can refer to it for helpful videos and tutorials about the technologies used in this course.

STUDENT SERVICES

Access, Disability and Communication

Students who have a health condition or disability, which may require accommodations, should contact the [Services for Students with Disabilities \(SSD\) Office](#). Information about your disability is confidential.

- **Location:** 1916 Avenue J
- Lee Drain North Annex
- **Phone:** (936) 294-3512
- **Website:** <http://www.shsu.edu/dept/disability/>
- **Email:** disability@shsu.edu

The Online Writing Center: Students can send their papers to tutors, who will read them and send them back with suggestions.

- **Location:** Farrington Building Rm 111 (Building 7 on the campus map)
- **Website:** <http://www.shsu.edu/centers/academic-success-center/writing/>
- **Phone:** (936) 294-3680

- **Online Appointments:** Can be scheduled online via MySam (then select the Students tab, then MySuccessPlanner, then Get Tutoring). Online appointments HAVE to be *scheduled 24 hours in advance!*)

EVALUATION CRITERIA

GRADING

Your final grade will be determined as follows:

Quizzes (6 quizzes x 5 pts):	30 pts
Team Project (report + presentation) – part 1:	20 pts
Team Project (report + presentation) – part 2:	20 pts
Team Project Membership:	6 pts
Discussions (8 discussions x 3 pts):	24 pts

Quizzes (Individual grading)

The quizzes will contain short essay, multiple choice, match-the-following, and / or fill-in-the-blank questions covering lectures, discussions, readings, and presentations. There will be six quizzes throughout the semester (each worth 5 pts).

Team Project (Group grading)

For your semester project, you will work in groups of around 5-7 members each. Pick a country and a multinational (or smaller international) company and analyze the company based on the institution-based and resource-based views. Outputs for each part of this project are a paper and a presentation. The project document will contain details of the group project. Of the 20 pts for each part of the project, the written report is worth 14 pts, and the presentation counts for 6 pts.

****If your contribution to the team is poor, your individual team project grade will be adjusted****

Team Project Membership (Individual grading)

Twice during the semester, you will evaluate each of your group members and provide feedback upon their individual performance throughout the semester. I will assign ONE grade (representing 6 pts) for this peer evaluation.

Discussion Board Participation:

Each student **MUST post once and comment twice** for each of the eight discussion threads on the Discussion Board (24 pts total). Please use the Discussion Board with serious attention and thought. You will be held to the highest standards of spelling, grammar, high-quality ideas, and respect for others. You must POST ONCE and COMMENT TWICE in order to receive a grade. There is no partial credit.

Current Events

There is a Content Area created to help keep you abreast of the changing landscape of the global business environment. Depending on our political and global business environment, I will

post videos/articles for your enlightening and consideration. The posted information may be included in our Discussion Board exchanges or be used to provide an opportunity for Extra-Credit.

Here are some guidelines about discussion board participation:

- Postings are REQUIRED to contain a minimum of three sentences, or one short paragraph, and a maximum of two paragraphs.
- Responses MUST be well written with proper punctuation, spelling and grammar.
- Avoid short one-word postings, for instance, "I agree," unless accompanied by supporting statements from the readings or prior knowledge (work and life experience).
- Stay focused on the topic.
- Ask questions; challenge other postings that lack supporting evidence or present incorrect information, but do so respectfully.
- Encourage further discussion by building on current threads.
- Check your postings for responses from others and respond in kind.
- Cite the sources you use to obtain your information for postings and discussion posts

Academic Integrity and Student Conduct Code

All students are expected to engage in all academic pursuits in a manner that is above reproach. Students are expected to maintain honesty and integrity in the academic experiences both in and out of the classroom. Any student found guilty of dishonesty in any phase of academic work will be subject to disciplinary action. The University and its official representatives may initiate disciplinary proceedings against a student accused of any form of academic dishonesty including but not limited to, cheating on an examination or other academic work which is to be submitted, plagiarism, collusion and the abuse of resource materials. For a complete listing of the university policy, see:

<http://www.shsu.edu/administrative/faculty/sectionb.html#dishonesty>

Grading System

Grading for this class will follow the grading system, as below:

Grade	Grade Score
A	90 to 100 pts
B	80 to 89.9 pts
C	70 to 79.9 pts
D	60 to 69.9 pts
F	0 to 59.9 pts

Grading Turnaround Time

Grading turnaround depends on the type of assignment:

- **Discussion Board posts will be graded within 48-hours**
- **Multi-choice/True-False assignments will be graded within 48-hours**
- **Written assignments will be graded with 1-week**

Extra Credit

Extra questions may be included on some quizzes.

OTHER IMPORTANT POINTS

1. Your success in this course is important to me. When I believe that the programs offered by Student. First Alert System will help you academically, I will send a referral via email.
2. Submitted work must be typed and double-spaced, and adhere to APA style. Please note that I will grade your work not only on content, but also for composition and grammar. Be sure to check your essays with spellcheck and by using Turnitin, and revise them when necessary, before submitting.
3. Students are responsible for being attentive to and observant of campus policies about academic honesty as stated in the University's Student Conduct Code:
<http://www.shsu.edu/administrative/faculty/sectionb.html#dishonesty>
4. Please do not plagiarize. Material that you are graded for should be original. You can draw on other material, but please (a) cite such material and (b) ensure that most of your contribution does *not* consist of copying and pasting such material. Penalty for plagiarism may range from zero points on that particular assignment or exam to the most severe administrative action provided for by the University.
 - a. Plagiarism is the use of another person's words or ideas without crediting that person. Plagiarism and cheating will not be tolerated and may lead to failure on an assignment, in the class, and dismissal from the University. View this campus policy here:
<http://www.shsu.edu/administrative/faculty/sectionb.html#dishonesty>

To avoid accusations of academic dishonesty, please submit all written work to the Turnitin system before finalizing what you submit for evaluation.

5. Your success in this course will heavily depend on your ability to communicate, engage and participate in all course activities. Successful completion of this course requires that a student keep up with all assignments, coursework and discussions. Timely participation in online discussions is a very important part of this course and participation in these discussions, and other activities as assigned, is not optional. You are expected to prepare and post to discussions in a timely manner consistent with the requirements contained within the course syllabus.
6. I reserve the right to make changes in the course syllabus, timetable, and format.

Tentative Course Schedule

**(ALL assignment deadlines are Wednesdays @ 11:00pm,
unless stated otherwise)**

Dates	Module/Topic	Reading(s) / Media Assignments	Team Project Dates	Discussions	Learning Assessment
Jan. 18– Jan. 24	see START HERE folder in Blackboard		Introduction AND Share your International Experience Discussion Board due January 24		
Jan. 25– Feb. 7	MODULE 1 Implications of Globalization	Chapter 1 of Global 3 (Peng) + Additional media posted	Team Memberships will be assigned by Feb. 7	Discussion 1 due Jan. 31 Discussion 2 due Feb. 7	
Feb. 8– Feb. 21	MODULE 2 Formal Institutions: Policies, Law & Economics	Chapter 2 of Global 3 (Peng) + Additional Media posted	Submit Team Name, Country and Company by Feb. 14 Complete Part 1 Team Action Plans (in Google Docs) by Feb. 21	Discussion 3 due Feb. 14	QUIZ 1 due Feb. 21
Feb. 22– Mar. 7	MODULE 3 Informal Institutions	Chapter 3 of Global 3 (Peng) + Additional Media posted		Discussion 4 due Feb. 28	QUIZ 2 due by Mar. 7

Dates	Module/Topic	Reading(s) / Media Assignments	Team Project Dates	Discussions	Learning Assessment
Mar. 8- Mar. 21	MODULE 4 Resource Based View	Chapter 4 for Global 3 (Peng) + Additional Media posted	Part 1 Paper due Mar. 14	Discussion 5 due Mar. 14	QUIZ 3 due Mar. 21
Mar. 22- Apr. 4	MODULE 5 Global & Regional Integration Entering Foreign Markets	Chapters 8 & 10 from Global 3 (Peng) + Additional Media Posted	Part 1 Presentation due Mar. 28 Team Member Peer Evaluations due Mar. 28 Submit Part 2 Team Action Plans due Apr. 4	Discussion 6 due Mar. 28	QUIZ 4 due Apr. 4
Apr. 5- Apr. 18	MODULE 6 Alliances & Acquisitions Strategizing, Structuring, & Learning	Chapters 11 and 12 from Global 3 (Peng) + Additional Media Posted		Discussion 7 due Apr. 11	QUIZ 5 due Apr. 18
Apr. 19- May 2	MODULE 7		Part 2 Group Papers Due May 2	Discussion 8 due Apr. 25	QUIZ 6 due May 2

Dates	Module/Topic	Reading(s) / Media Assignments	Team Project Dates	Discussions	Learning Assessment
	Marketing & Supply Chain Management Global HR	Chapters 14 and 13 from Global 3 (Peng) + Additional Media Posted			
May 9			Part 2 Group Presentations Due Team Member Peer Evaluations Due		

Team Action Plan (due Feb. 21st)

Team Name: _____

Country: _____

Company: _____

Things to do	Due date	Person in charge