

# MGNT 4625: International Management

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<b>Office Hrs:</b>	TU/TH 2:45-3:15 PM; M-TH 4:30-5:30 PM and by appointment
<b>Textbook:</b>	<u>International Business: Opportunities and Challenges in a Flattening World v. 2.0.9</u> , by Carpenter and Dunung. Electronic book from FlatWorld Knowledge available at: <a href="https://students.flatworldknowledge.com/course?cid=2550698&amp;bid=2550697">https://students.flatworldknowledge.com/course?cid=2550698&amp;bid=2550697</a>

## OVERVIEW

**Prerequisite:** MGNT 3600 or equivalent

### Course Description and Objectives

**This is a hybrid course with both face-to-face and online components.** The course is intended to help students gain a better understanding of successful international management practices. The course's primary objective is to explore issues surrounding international management and global competitiveness. We will consider some important issues that should be accounted for in international management such as the nature of international competition, cultural differences across countries, and the influences of financial, environmental, socio-cultural, political, and economic forces on the practices of multinational enterprises.

### Learning Objectives

1. Have a broad based knowledge of the economic, business, and trade environment in different countries / areas of the world and how they are linked. (BBA 4)
2. Be able to gather and analyze trade and business information about specific countries from various government and private sources, and to communicate this information effectively in oral presentations and in writing. (BBA 1)
3. Have some knowledge about how basic business concepts and theories in all the different functional areas of business can be interpreted and applied in terms of international business situations. (BBA 4, BBA 6)
4. Be able to analyze international business situations and to recognize how diversity, globalization, and multicultural considerations affect organizational environments and strategic plans. (BBA 5)

### Expectations and Responsibilities of Students

#### Professional Value and Integrity

Students are expected to:

- Know and understand the UWG Honor Code
- Treat others with respect and fairness with an appreciation for cultural diversity
- Adopt a professional attitude in speech and actions

#### Classroom Conduct

It is expected, but not mandated, that you regularly attend class. All material discussed in class and posted on Courseden (lectures / text / handouts / videos) is subject to inclusion on quizzes/exams. Attendance is required for exams, quizzes, team or individual presentations, case studies, and guest speakers. When attending class, students are expected to:

- Arrive on time (I reserve the right to reduce your grade for habitual tardiness)
- Be prepared
- Ask questions and make comments on the material
- Be considerate of others
- Refrain from sleeping or chattering excessively
- Silence cell phones
- Complete assignments on time

## Other Course Policies

- Indicate your section and full name on all assignments and presentations, even those submitted through email/Courseden.
- Email has become a popular communication mode, yet many emails are far too informal for business communication (i.e., unpunctuated, sloppily written, and using greetings such as 'Hey'). Because of this, all email correspondence must be of professional quality (see document posted in the START HERE folder of Courseden).
- It is the student's responsibility to access all content posted on Courseden and emailed to the student.
- Unforeseen changes in the syllabus and assignments will be announced in email.
- It is the student's responsibility to regularly check their email.
- Missing the first graded assignments is grounds for being dropped from the course.

## COMMUNICATION EXPECTATION

The Management Department believes in work-life balance for both faculty and students. Faculty will typically respond to student emails within 24 hours. Students should not expect a response during non-business hours, which includes nights, weekends, holidays, and school breaks.

## OTHER

**Student Rights and Responsibilities:** Please carefully review the information at the following link:

[http://www.westga.edu/assetsDept/vpaa/Common\\_Language\\_for\\_Course\\_Syllabi.pdf](http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf)

The document at this link contains important information pertaining to your rights and responsibilities in this class. Because these statements are updated as federal, state, university, and accreditation standards change, you should review the information each semester.

**Credit Hour Policy** (3 credit hours): For approximately fifteen weeks, students in this class will generally spend 150 minutes with direct faculty instruction (either face-to-face or online) and work about 360 minutes outside of the classroom each week. This out-of-class work may include, but is not limited to, readings, assignments, projects, group work, research, and test preparation.

## CONCEALED CARRY STATEMENT

Beginning July 1, 2017, Georgia House Bill 280 permits properly licensed individuals in the State of Georgia to carry a handgun in a concealed manner on property owned or leased by public colleges and universities. However, it is the responsibility of the individual to understand and follow the guidelines set forth by the University System of Georgia. USG guidelines can be found at: [www.usg.edu/hb280](http://www.usg.edu/hb280).

## TEXTBOOK DETAILS

**Book Title:** International Business: Opportunities and Challenges in a Flattening World, v2.0.9

**Authors:** Mason A. Carpenter and Sanjyot P. Dunung

**EISBN:** 978-1-4533-8463-3

**Institution:** University of West Georgia

**Course Title:** International Management

**Course Number:** MGNT 4625

**Accessing the book at:**

<https://students.flatworldknowledge.com/course?cid=2550698&bid=2550697>

Once there, click on "Read This Textbook Online", register for an account, then browse or search for the book

## Products and costs

There are various products to support the learning experience: Black and White or Color printed books, Print it Yourself PDFs, Audio and eReader book formats as well as study aids and homework and quiz services.

## Customer Support

M-F from 9AM to 5PM (EST); Chat: <http://www.flatworldknowledge.com/contact-us>; Phone: [877-257-9243](tel:877-257-9243)

## COURSE SCHEDULE

The following schedule is subject to revisions. Assignments, reference material, and articles will be posted on Courseden. Please note that you (the student) are at the center of the learning process. Consequently, achieving positive learning outcomes are fully possible only when you are actively involved in and commit sufficient personal resources to the learning process.

Date	Day	Ch	Broad Topic	Assigned content † (in addition to text book)
6/27	TU	1	Intro to International Management	Article: How to communicate in email
6/28	W	2,3,4	World Economies International Trade Foreign Direct Investment Trade Governance	Courseden videos: World Economies Lecture Theory of National Advantage Lecture Foreign Direct Investment Lecture Trade Governance Lecture Measuring and Managing the Global Economy Article: What is Trade Dumping?
6/29	TH		Exercise	
6/30	FR	6	PESTEL Analysis CAGE Analysis	Courseden videos: PESTEL Lecture CAGE Lecture
7/3	M	5,6	International Strategy International Expansion	Read Zara case and answer related questions (see assignment detail below)
7/4	TU		Holiday - no class	
7/5	W	7,8	Global Sourcing Global Marketing & Distribution	Courseden videos: Global Sourcing Lecture Global Marketing and Distribution Lecture Coke in South Africa Follow the Dabba Wallas
<b>7/6</b>	<b>TH</b>		<b>Review / Mid-term Exam (mandatory attendance)</b>	
7/7	FR		Debate Team Day (no formal class)	
7/10	M	11,12	Ethics Foreign Market Entry Selection Options	Courseden videos: Ethics Lecture Talent Management - Selection Options Lecture East vs. West Starbucks Social Responsibility China Land of Fakes Crash Test Comparison Submit debate overview (see assignment detail below)
7/11	TU	11	Culture - Hofstede Culture - Hall	Courseden videos: Culture Shock for International Students 'Gung Ho' Dinner Scene 'Lost in Translation' - Communication IDG Communications
7/12	W	13	Innovation Bottom of the Pyramid	Courseden videos: Innovation Lecture Bottom of the Pyramid Arivand Eye Care
7/13	TH	12	Expatriates Preventing Expat Failure Repatriation	Courseden videos: Maz Jobrani: Middle Eastern Humor Japanese Card Exchange - Wrong way Japanese Card Exchange - Proper way
7/14	FR	14	Entrepreneurship	Courseden videos: Entrepreneurship Lecture
7/17	M		Debate Team Day (no formal class)	
<b>7/18</b>	<b>TU</b>		<b>Review / Final Exam (mandatory attendance)</b>	
<b>7/19</b>	<b>W</b>		<b>Debates 1 &amp; 2 (mandatory attendance)</b>	
<b>7/20</b>	<b>TH</b>		<b>Debate 3 &amp; 4 (mandatory attendance)</b>	

\* Days in shade are on-campus classes. Days not in shade are 'online' days with self-paced content on Courseden. Days in bold are mandatory attendance.

† Assigned content is posted on Courseden or contained below in this syllabus

## GRADES

Grade Composition	
Zara case	5%
Debate project	20%
Mid-term Exam	35%
Final Exam	40%

Grade Scale	
A	90.0 – 100%
B	80.0 – 89.9%
C	70.0 – 79.9%
D	60.0 – 69.9%
F	0 – 59.9%

Assignment	Detail
<b>Debate Project</b>	<p>I will separate the class into teams of about 4-5 persons. Two teams will be assigned the same current international topic but opposite points of view. Each team will present their points of view and then debate the topic. <b>Deliverable:</b> Debate overview (due 7/10). Debates (due 7/19-7/20) with PowerPoint /Prezi slides and a list of 5 questions for your rival team. Presentation and questions are due to me at class start time <u>electronically</u> (Courseden dropbox) <i>and</i> in <u>hard copy</u>. Assignment details are provided below in the syllabus.</p> <p><i><b>A note about teams:</b> Each team member will perform a short evaluation of the other team members. These peer evaluations should reflect the contributions of each team member. Based on peer evaluations, appropriate adjustments to individual grades will be made where necessary. In some cases, these adjustments can be severe. BEWARE: If you receive an average grade of F from your peers, you automatically fail the course. I recommend you try to keep your team members happy by contributing your share to the group project.</i></p>
<b>Exams</b>	<p>Exams will normally contain multiple choice, short essay questions and the world map. Exams draw on everything we cover in the course, including presentations, slides, textbook, class discussions, videos, and guest speakers. <u>Additionally, students are responsible for content in the book and posted presentations regardless of whether the information is covered in class.</u></p> <p>Test Make-Up Policy: There will be no make-up for exams except for the reasons listed below. Unexcused absences from an exam will result in a zero score. An excused exam absence is defined by one of the following:</p> <ol style="list-style-type: none"> <li>1. University-sanctioned activity. Written, verifiable notification of the activity must be provided and validated by the instructor at least 72 hours prior to the scheduled exam.</li> <li>2. Verified medical absence. A written and verifiable note must be presented to me no more than 72 hours after the exam. The note must say that you were physically unable to take the exam at the scheduled time due to the nature of your illness.</li> <li>3. Other hardship cases provided that you have obtained the required approval of the university.</li> </ol>
<b>Extra Credit</b>	<p>To ensure accurate communication, I will reward anyone for identifying errors in the class documents (the ones I have created) at the rate of 2 pts per error on the next exam (max 6 pts per exam) for the first student to point out the error. If you notice an error in spelling, grammar, punctuation, or date (especially), please bring it to my attention. However, please note the “rule of three” below as I will be scrutinizing your documents with equal rigor.</p>

*The instructor reserves the right to modify the grade scale, graded items, and content of class as necessary.*

## QUALITY OF SUBMISSIONS

Success in business generally requires professionalism. Therefore, any assignment submitted for a grade must clearly display the student’s name at the top of the page. Also, submissions should be accurate in terms of format, grammar, punctuation, and spelling. I use the “rule of three” when grading all assignments: if I find three or more errors, the assignment will receive a 0 grade and the student will **not** have the opportunity to correct and resubmit the assignment. Please carefully proofread all content prior to submitting it to me. Also, be aware of the following:

- Assignments should be typed. Use 12 point Times New Roman font, 1-inch margins, and single space.
- Assignments should be professionally formatted.
- Submit all assignments to Courseden dropbox unless otherwise noted.
- Include your name on all submitted assignment, even those turned in electronically.
- Staple all multi-page assignments that are submitted in hard copy (i.e. PowerPoint slides for debate project).
- Late assignments will receive a grade of “0” unless appealed directly in advance. Do not expect positive appeals. Timeliness is one of the most important aspects of business.

## HONOR CODE

At the University of West Georgia, we believe that academic and personal integrity are based upon honesty, trust, fairness, respect and responsibility.

Students at West Georgia assume responsibility for upholding the honor code. West Georgia students pledge to refrain from engaging in acts that do not maintain academic and personal integrity. These include, but are not limited to, plagiarism, cheating, fabrication, aid of academic dishonesty, lying, bribery or threats, and stealing.

The University of West Georgia maintains a confidential Academic Dishonesty Tracking System. This database collects and reports patterns of repeated student violations across all the Colleges, the Ingram Library, and the School of Nursing. Each incidence of academic dishonesty is subject to review and consideration by the instructor, and is subject to a range of academic penalties including, but not limited to, failing the assignment and/or failing the course. Student conduct sanctions range from verbal warning to suspension or expulsion depending on the magnitude of the offense and/or number of offenses. The incident becomes part of the student's conduct record at UWG.

Additionally, the student is responsible for safeguarding his/her computer account. The student's account and network connection are for his/her individual use. A computer account is to be used only by the person to whom it has been issued. The student is responsible for all actions originating through his/her account or network connection. Students must not impersonate others or misrepresent or conceal their identities in electronic messages and actions. For more information on the University of West Georgia Honor Code, please see the Student Handbook.

Definitions:

- Plagiarism - "representing the words or ideas of another as one's own. Direct quotations must be indicated and ideas of another must be appropriately acknowledged"
- Cheating - "using or attempting to use unauthorized materials, information or study aids"
- Fabrication - "falsification or unauthorized invention of any information or citation"

Penalties for Breach of Academic Integrity

Each incidence of academic dishonesty is subject to review and consideration by the instructor, and is subject to a range of penalties including but not limited to failing the assignment, failing the course, and referral to Office of the Vice President for Academic Affairs.

**NOTE: Violations of the academic honesty policy may result in expulsion from the University.**

Further details regarding Student Conduct can be found in Appendix A of the UWG Connection and Student Handbook.

## AMERICANS with DISABILITIES ACT

If you are a student who is disabled as defined under the Americans with Disabilities Act and requires assistance or support services, please seek assistance through the Center for Disability Services. A CDS Counselor will coordinate those services. See <http://www.westga.edu/~dserve/>.

Students with disabilities needing academic accommodation should:

1. Register with and provide documentation to the Coordinators of Disability Services in the Student Development Center
2. Bring a letter to the instructor indicating the need for accommodation and what type. This should be done during the first week of class.

This syllabus and other class materials are available in alternative format upon request. Further details regarding student disabilities can be found in the Student Handbook.

## ASSIGNMENTS DETAIL

Below are the assignments to be submitted this semester. Please read each assignments carefully and submit the requested content and format.

### **Case - Zara fashion (Due 7/3 at 12:30 PM, submit to Courseden dropbox)**

Read the Zara article below and answer the following questions:

1. How is Zara different from other clothing companies?
2. How has the local culture of Spain, and especially La Coruña, affected the firm?  
Note: Think about the similarity in characteristics of the town and firm.
3. What broad factors of the general environment allowed Zara's business model to succeed?  
Note: Think about how the broad environmental factors have affected Zara since its founding in 1975. For example, one factor (Political) has been that Spain, and Europe, have been relatively stable since 1975 which is great for business. Identify effects for at least five of the PESTEL factors; I think the Environmental factor may not be relevant for this exercise.
4. Identify and explain Zara's international strategy.  
Note: see the PowerPoint or book for the three different international strategies.
5. Is Zara's business model sustainable?
6. Will Zara succeed in the U.S? Why? (Use the CAGE analysis for this)

#### **Zara article:**

[http://www.nytimes.com/2012/11/11/magazine/how-zara-grew-into-the-worlds-largest-fashion-retailer.html?pagewanted=all&\\_r=0](http://www.nytimes.com/2012/11/11/magazine/how-zara-grew-into-the-worlds-largest-fashion-retailer.html?pagewanted=all&_r=0)

#### **Sample Zara commercial** (a bit different than most fashion commercials)

[https://www.youtube.com/watch?v=9VZBL\\_X8Z2U](https://www.youtube.com/watch?v=9VZBL_X8Z2U) (

Please note:

- Your name must appear at the top of the submitted document.
- The submission must be typed and formatted well (hand-written and mobile screen shots are not acceptable).
- Spelling, grammar, and punctuation must be accurate.
- Document should contain 12-point Times New Roman font, 1-inch margins, and single-spacing.
- Submit document to Courseden dropbox.

### **Team Debate Overview (Due 7/10 at 12:30 PM, submit to Courseden dropbox)**

Teams will submit a 1-page (single-spaced, 1-inch margins) overview of their debate projects to Courseden dropbox. The overview should briefly describe the debate topic, your position, and the preliminary arguments that you have identified. Most importantly, provide detail of the related class concepts that you intend to highlight in your presentation. Specifically, the overview should include the following at a minimum:

- Team member names (a collective team submission is preferred)
- Title of your topic (with your assigned position clearly stated)
- Paragraph structure (not bullet points)
- A one-paragraph brief description of your debate topic
- Brief description of three arguments (one-paragraph each) that have identified so far
- One paragraph describing related class concepts that you intend to highlight in your presentation

## **Team Debate Project**

**(Due 7/19 & 7/20 at class time, submit in hard copy and to Courseden dropbox)**

The class will be separated into teams of about 4-5 students. Two teams will be assigned a similar current international topic but with opposite points of view. Each team will formally present (>9 min but <10 min) their points of view followed by a debate between teams. Presentation content and style is completely at the discretion of the teams with one exception: you must include generous use of class terms and concepts. Presentations lacking class terms and concepts will not receive a grade higher than a C. I encourage you to be as detailed as possible and support your position the best you can. Team membership, debate topic, and debate date will be determined on the first day of class, June 27.

### **Deliverables**

**Debate Overview** - Teams will submit a one-page, single-space debate overview by 12:30 PM on **7/10** (see detail above).

**Debates** - Will take place 7/19 & 7/20. Teams will submit their final project to me **both** through **dropbox** and in **hard copy** by class start time of their presentation day at the latest. Content should include:

- A PowerPoint or Prezi presentation (STAPLED!). Six slides to a page is fine.
- A Word document listing five questions that your team thinks would challenge your debate competitor

### **Presentation**

Each team will formally present (>9 min but <10 min) their points of view on the assigned topic. Each member of the team must take part in the presentation. Students should be dressed in business casual attire. A sample debate presentation and PowerPoint tips are posted on Courseden.

### **Presentation Guidelines – PLEASE TAKE NOTE OF THESE**

- PowerPoint or Prezi slides should look professional.
- Title slide should include your debate position (for or against the topic), names of all team members, and date.
- Each slide should display that slide creator's name in the bottom right corner.
- Last slide of your presentation should list your references.
- The 'rule of three' as stated in the course syllabus applies to your final project. Make it professional and save time to proofread it.
- Submit only one version of your project to me. Do not submit one and then submit another with changes.

### **Debate**

After both teams have given their presentations, teams will have a five-minute intermission to regroup privately before the debate. When teams return to the classroom, the debate will follow the following format:

#### *Round 1*

- Team A (having presented first) will get to pose the first question to Team B.
- Team B will huddle, discuss if desired, and then verbally make a response.
- If they desire, Team A can huddle and then make a final comment on the topic.

#### *Round 2*

- Team B will then pose a question to Team A.
- Team A will huddle, discuss if desired, and then verbally make a response.
- If they desire, Team B can huddle and then make a final comment on the topic.

*The number of question rounds will be at my discretion.*

After the above rounds are complete, I and the students in the audience will have a chance to pose questions to the teams based on the following format:

- Questions can be directed to one or both teams. In either case, both teams will have a chance to comment.
- Teams can huddle, if desired, and then answer the question.
- Once the question is posed, the audience member's participation is complete. The audience member cannot pose any immediate follow-up questions or comments to the groups.

### **A note about teams**

Each team member will perform a short evaluation of the other team members. These peer evaluations should reflect the contributions of each team member. Based on peer evaluations, appropriate adjustments to individual grades will be made where necessary. In some cases, these adjustments can be severe. I recommend you try to keep your team members happy by contributing your share to the group project. Remember, because your effort on this project affects the grades of your peers, if you receive an average evaluation of F from your peers, you automatically fail the course.

## **Grading**

In setting grades for the debate, I first set a team grade, and then adjust for individual factors.

### **Team grade based on:**

PowerPoint/Prezi

- Use of International Management terms and concepts
- Spelling, grammar, punctuation
- Visually professional
- Quality of your arguments in favor of your position
- Supporting information (statistics, examples)
- Member names and date on title slide
- Slide creator's name at bottom right of each slide
- References on last slide

Presentation delivery

- Appearance of having rehearsed the presentation
- Flow
- Smooth transition between speakers
- Adherence to time requirements

Debate questions

- Relevance of questions submitted

Class evaluations (may or may not affect grades)

- Stated winners
- Students converted to your point of view

### **Individual grade adjustment based on:**

- My observations
- Student's topic knowledge
- Student's presentation skills
  - Enthusiasm
  - Speaks knowledgeably
  - Confidence, strong voice
  - Command of the audience
- Student's participation in the debate
- Accuracy of statements
- Format, grammar, punctuation, and spelling of the individual's slides
- Peer evaluations