

MGNT 4625: International Management

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Office Hrs: TU/TR 9:00-11:00am, 1:30-2:00pm and by appointment

Textbook: International Business: Opportunities and Challenges in a Flattening World v. 3.0.2, by Carpenter and Dunung. ISBN: 978-1-4533-9554-7. Electronic book from FlatWorld Knowledge available at:
[Flatworld Knowledge Text Book](#)

OVERVIEW

Prerequisite: MGNT 3600 or equivalent

Credit Hour Policy (3 credit hours): Each week for approximately 15–16 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. This out-of-class work may include, but is not limited to, readings, assignments, projects, group work, research, and test preparation.

Course Description and Objectives

This is a face-to-face course, meeting twice a week, with some of the course material available on Courseden. 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)

Attendance and Conduct

Classroom attendance is strongly recommended. However, roll will not be taken. Note that while you are required to attend only specific days (see syllabus course calendar), you are expected to attend every class session unless classes have been officially canceled by the University or you have a University-sanctioned excuse. If you miss a class, you are responsible for the material covered and announcements made during that class. All material discussed in class and posted on Courseden (lectures / text / handouts / videos) is subject to inclusion on quizzes/exams.

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

- Email is a common mode of business communication, 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

University of West Georgia students are provided a MyUWG e-mail account. The University considers this account to be an official means of communication between the University and the student. It is the student’s responsibility to check his or her email.

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.

STUDENT RIGHTS AND RESPONSIBILITIES

Please carefully review the information at the following link:

[Common Language for Course Syllabi](#)

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. Information available through this link includes policies regarding the Americans with Disabilities Act, UWG e-mail, credit hours, the honor code, and campus carry.

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: [USG Concealed Carry Statement Guidelines](#)

You may also visit our website for help with USG Guidance: [USG Guidance](#)

TEXTBOOK DETAILS

Book Title: International Business: Opportunities and Challenges in a Flattening World, v. 3.0.2

Authors: Mason A. Carpenter and Sanjyot P. Dunung

EISBN: 978-1-4533-9554-7

Institution: University of West Georgia

Course Title: International Management

Course Number: MGNT 4625

Accessing the book at:

[Flatworld Text Book](#)

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: [Flatworld Help](#); Phone: 877-257-9243

COURSE SCHEDULE

The following schedule is subject to revisions. Assignment, reference material, and articles are 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)
8/16	TH		Introduction	
8/21	TU	11	International Management	
8/23	TH	11	Culture - Hofstede	
8/28	TU	11	Culture - Hall	
8/30	TH	11	Culture - More	
9/4	TU	11	Global Ethics	
9/6	TH		Culture in Film	Homework 1: Movie Review (Due 9/5 11:59pm)
9/11	TU	2	Country Characteristics	
9/13	TH	3	International Trade	
9/18	TU	3-4	Foreign Direct Investment / Governance	
9/20	TH		Test 1	
9/25	TU	5	Intl Strategy	
9/27	TH	6-7	Intl Expansion w/o Ownership	
10/2	TU	6-7	Intl Expansion w/ Ownership	
10/4	TH		Fall Break - No Class	
10/9	TU	12	Talent Management - Selection	Homework 2: Karma Unlimited Case (Due 10/8 11:59pm)
10/11	TH	12	Talent Management - Expatriate Challenges	
10/16	TU	12	Talent Management - Expatriate Success	
10/18	TH	12	Talent Management - Expatriate Return	Homework 3: Cross Cultural Awareness (Due 10/17 11:59pm)
10/23	TU		Test 2	
10/25	TH	7-8	Sourcing and Distribution	
10/30	TU	13	Global Innovation	
11/1	TH	13	Bottom of the Pyramid	
11/6	TU		Bottom of the Pyramid Case	Homework 4: Kaskazi Case (Due 11/5 11:59pm)
11/8	TH		Intl Monetary System	
11/13	TU	9-10	Foreign Exchange	
11/15	TH	14	Global Entrepreneurship	
11/20	TU		Thanksgiving Break – No Class	
11/22	TH		Thanksgiving Break – No Class	
11/27	TU		Your Globalization Inventory	
11/29	TH		Test 3	
12/4	TU		Country Profile Project Assistance	
12/6	TH		Country Profile Project Assistance	Country Profile Project

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

GRADES

Grade Composition

<u>Assignment</u>	<u>Grade</u>
Participation	10%
Homework	
Movie Review	4%
Karma Unlimited Case	4%
Cross Cultural Awareness	4%
Kaskazi Case	3%
Country Profile Project	15%
Exam 1	20%
Exam 2	20%
Exam 3	20%

Grade Scale

<u>Letter</u>	<u>Percent</u>
A	90.0 – 100%
B	80.0 – 89.9%
C	70.0 – 79.9%
D	60.0 – 69.9%
F	0 – 59.9%

Assignment	Description
Participation	<p>Participation counts for 10% of your grade in this course. Here are the behaviors that help earn full credit on this portion of your grade:</p> <ul style="list-style-type: none"> • asking questions • answering questions • making comments • responding to something another student says • constructively disagreeing with me, the text, or another student
Homework	<p>There are four homework assignments due by the times stated in the course schedule above. Late submissions and handwritten submissions will not be accepted. Homework must be typed and display the student's name at the top of the document. Full details on the assignments are contained below in this syllabus.</p>
Country Profile Project	<p>Each student will prepare a 1500-word foreign country profile relevant to a chosen firm that might consider expanding to the country. The goal is to apply the class concepts to “real world” examples while acknowledging the numerous complexities involved in conducting international business.</p>
Exams	<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, discussions, videos, and guest speakers.</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"> 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. 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. 3. Other hardship cases provided that you have obtained the required approval of the university.
Extra Credit	<p>To ensure accurate communication, I will reward anyone for identifying errors in class documents (the ones I have created) at a rate of 2 pts per error on the next exam (max 6 pts/exam) for the first student to identify the error. If you see 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 class schedule, grade scale, graded items, and content of class as necessary.

ASSIGNMENT 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 and 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 resubmit the assignment. Carefully proofread all content prior to submission. Also, be aware of the following:

- Indicate your full name and section on all assignments and presentations, even those submitted through email/Courseden.
- Assignments must be typed and professionally formatted (12-pt Times New Roman font, 1-inch margins, and single-space).
- Submit all assignments to Courseden dropbox unless otherwise noted.
- Staple all multi-page assignments that are submitted in hard copy (i.e. PowerPoint slides for team presentation).
- 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.

ACADEMIC SUPPORT

Accessibility Services: Students with a documented disability may work with UWG Accessibility Services to receive essential services specific to their disability. All entitlements to accommodations are based on documentation and USG Board of Regents standards. If a student needs course adaptations or accommodations because of a disability or chronic illness, or if he/she needs to make special arrangements in case the building must be evacuated, the student should notify his/her instructor in writing and provide a copy of his/her Student Accommodations Report (SAR), which is available only from Accessibility Services. Faculty cannot offer accommodations without timely receipt of the SAR; further, no retroactive accommodations will be given. For more information, please contact <https://www.westga.edu/accessibility/>.

Center for Academic Success: The [Center for Academic Success](#) provides services, programs, and opportunities to help all undergraduate students succeed academically. For more information, contact them: 678-839-6280 or cas@westga.edu

University Writing Center: The [University Writing Center](#) assists students with all areas of the writing process. For more information, contact them: 678-839-6513 or writing@westga.edu

HONOR CODE

At UWG, 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. UWG 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.

UWG maintains and monitors a confidential Academic Dishonesty Tracking System that collects and reports patterns of repeated student violations across all 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.

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 UWG Honor Code, 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 from verbal warning to suspension/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.

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

Wolf Pact: The Wolf Pact is a commitment by the Richards College of Business family to honesty, integrity, professionalism, accountability for ethical behavior, and to respect for the rights, differences, and dignity of others. We are committed to a culture of academic integrity, where members adhere to our shared values in all academic and non-academic endeavors. We believe these values are essential to student development; whether personal, academic, or professional. Most importantly - establishing yourself as an honest person of integrity, who acts in a professional and ethical manner- will be as important as the academic skills you learn in the Richards College.

OTHER COURSE POLICIES

Online privacy: This course may require you to work with other sites and entities beyond UWG and Courseden (D2L) where some personal information (e.g. your name, affiliation with UWG, or current employment) may be displayed. You have the right to regulate the displaying of information pertaining to yourself on the Internet. If you are uncomfortable displaying information that you deem overly personal, you may take steps to post in a more anonymous manner (such as posting online your first name and last initial only or other pseudonym). You also agree to respect other people's wishes to remain anonymous.

Links to and from third-party sites: There may be links established between this course and other entities and sites on the World Wide Web, Internet or other areas that are not under the control of, nor maintained by your professor or the University of West Georgia (UWG). These links do not necessarily constitute an endorsement by your professor or UWG, and UWG has no obligation to monitor such sites, and the user agrees that neither your professor nor UWG is responsible for the content of such sites or for any technical or other problems associated with any such third-party site, links, or usage.

Syllabus changes: This syllabus provides a general plan for the course. The instructor reserves the right to make changes to the syllabus plan as necessary. Changes will be announced in class.

ASSIGNMENT DETAIL

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

Homework 1: Movie Review

Students will watch one of the movies:

- Beijing Bicycle – China
- Monsoon Wedding – India
- City of God – Brazil
- U-Carmen eKhayelitsha

Students will submit a 500-word response in paragraph format that addresses the following topics:

1. In brief, what was the movie about?
2. What examples from the film represent different aspects of the country's culture?
3. Did you find inconsistencies between what we have studied and what you saw in the film? Discuss these.

Remember:

- Indicate your full name and section on the assignment.
- Type and professionally format the assignment (12-pt Times New Roman font, 1-inch margins, and single-space).
- Submit the assignment to Courseden dropbox.
- Submit the assignment on time.

Homework 2: Karma Unlimited Case

Students will read the Karma Unlimited case study, available on Courseden, and answer the following questions. Each response should be about one well-developed paragraph. :

1. The role of Karma Developer carries the responsibility of two distinct activities. What are these activities and how are they related?
2. What is hummel doing to ensure that its supply chain and supply partners live up to the hummel's ethical standards?
3. What areas of hummel's supply chain currently present the greatest risks?
4. Should hummel join the Fair Factories Clearinghouse? Why?

Remember:

- Indicate your full name and section on the assignment.
- Type and professionally format the assignment (12-pt Times New Roman font, 1-inch margins, and single-space).
- Submit the assignment to Courseden dropbox.
- Submit the assignment on time.

Homework 3: Cross Cultural Awareness

This exercise is not intended to teach you specific lessons about different cultures but, rather, to make you aware of the many subtle, and not so subtle, issues that need to be considered when moving cross-culturally. Research the following questions and provide your best answers. Please number your responses with respect to the questions. In many cases, a simple Google search can provide many sites and articles about these topics.

1. You are in Rio de Janeiro making inquiries about local suppliers. You speak some Spanish but not very well. What do you do?
_____ Make an attempt to speak Spanish with your contacts.
_____ Concentrate on speaking English very slowly and distinctly.
2. What greeting would you use in which country?
 - a. a firm handshake _____ Japan
 - b. a wai _____ Germany
 - c. a gentle handshake _____ Indonesia
 - d. a bow _____ Thailand
3. You have just arrived in Kuwait; which of the following gifts would be inappropriate to offer your host? Why?
_____ a small ornament depicting a dog;
_____ a bottle of Barbados rum;
_____ a book of "Miss World" beauties in bikinis; or
_____ a book of "thoughts for the day" drawn from the Bible.
4. You are in Japan, and your host presents you with a colorfully wrapped box, which is clearly intended as a personal gift. What would you do?
_____ Thank him profusely and open the box.
_____ Thank him profusely and put the box away carefully.
_____ Thank him, and present him with a gift in return.
_____ Tell him that you are sorry, but you are not allowed to accept gifts.
5. It is time for you to leave the Arab agent, and you have still not discussed any business. You feel frustrated. What would you do?
_____ Tell him your meeting has been a waste of time.
_____ Ask if you can leave a set of materials for him to review.
_____ Ask him when you can return to see him.
6. You are in Riyadh and visit the local bazaar. You go to a money-changers booth and find there is no one there; however, there are large stacks of different currencies clearly visible and easily accessible. In a few minutes, the money changer returns to serve you. What would you think?
_____ that the man is inviting a robbery;
_____ that there must have been a sudden emergency; or
_____ that this must be normal business practice here.
7. Which of the following would you not do in which country?
 - a. Present a gift with your left hand. _____Australia
 - b. Give the thumbs up signal. _____Japan
 - c. Make a circle with your thumb and forefinger. _____Kuwait
 - d. Give a letter opener as a gift. _____Latin America
8. You have asked an Indian colleague for his opinion on a proposal. He says, "I really like the idea" and nods somewhat up/down and left/right. You conclude that:
_____ He is being polite but does not really agree.
_____ You offer alternatives because he obviously does not agree.
_____ You go on to the next point, confident of his agreement.

Remember:

- Indicate your full name and section on the assignment.
- Type and professionally format the assignment (12-pt Times New Roman font, 1-inch margins, and single-space).
- Submit the assignment to Courseden dropbox.
- Submit the assignment on time.

Homework 4: Kaskazi Case

Students will read the Kaskazi case study, available on Courseden, and answer the following questions. Each response should be about one well-developed paragraph.

1. What unique challenges does Wanjohi face in building his business model that are not present in the USA?
2. What unique solutions did Wanjohi come up with?
3. Do you think Wanjohi can sustain and defend this business model?

Remember:

- Indicate your full name and section on the assignment.
- Type and professionally format the assignment (12-pt Times New Roman font, 1-inch margins, and single-space).
- Submit the assignment to Courseden dropbox.
- Submit the assignment on time.

Country Profile Project

Each student will choose a firm and a country that the firm might consider entering through a foreign direct investment. Prepare a 1500-word profile of the country stating why (in generous detail and related to class concepts) the country is attractive to the chosen firm. At a minimum, the following resources should be consulted in creating the profile:

- Global Competitive Index
- CIA World Factbook
- U.S. Embassy website of the respective country
- U.S. State Department website
- Hofstede and Halls cultural characteristics

Note on grading: The first thing I will do in grading this assignment is to go through the following checklist.

- Does the submission look professional?
- Is the length of the text at least 1500 words? (If not, I will make an initial deduction proportional to the missing content)
- Are margins set to 1-inch?
- Is the entire paper single-spaced?
- Are sections clearly labeled with section headers?

If any of the above are not met, I reserve the right to reject, or severely penalize, the submission. After assessing the above, I will grade the content of the paper.