



MGMT 5315 International Management

Fall Semester: Aug 28 – Dec 15, 2017

INSTRUCTOR and CONTACT INFORMATION

Instructor: Dr. David Geigle

Email: geigle@tamuct.edu

Office Hours: By appointment

Course Management

This is a face-to-face classroom course. However, you will be using the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com>] for accessing resource materials, taking exams, and submitting assignments.

Student - Instructor Interaction

I check emails daily during weekdays and will normally respond to your message within 24 hours. Office hours are by appointment.

911 Cellular

Emergency Warning System for Texas A&M University – Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [<https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management>] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

- 1.0 **Course Description:** Study cultural aspects of managing organizations. Learn research, synthesis, and presentation of current and seminal research on the subject of global business cultures and their management. Analyze cross-cultural issues and their impact on leadership and organizational performance. Prerequisite(s): Management leveling.
- 1.1 **Course Objectives:** This course is designed to facilitate students' learning of the fundamentals of international business strategies and cross-cultural management to achieve the organizational outcome of sustainable development. Throughout the course, students are expected to develop a sense of ease to manage business in

a multicultural environment which will contribute to an organization's success in the social, ecological, and economic dimensions of sustainability.

1.2 **Student Learning Outcomes:** At the conclusion of the course the student will be able to:

- SLO 1. Identify the impacts of globalization on a firm's internationalization process.
- SLO 2. Apply the principles of sustainability in global business environment.
- SLO 3. Analyze different cross-national institutional forces that influence international businesses.
- SLO 4. Discuss cultural dimensions based on cultural frameworks and apply them to global business settings.
- SLO 5. Discuss ethics and corporate social responsibility issues in the global business environment.
- SLO 6. Evaluate the tension between pressures for global integration and national responsiveness and identify an effective international strategy and entry mode.
- SLO 7. Develop cultural intelligence to interact and manage people from different cultures.

2.0 **Required Reading and Textbook**

The customized version of the following text is required. The ISBN listed below is a special package for TAMUCT students to purchase either through the University Bookstore or online directly from McGraw-Hill.

Print book ordering information (for bookstore):

International Management For Sustainability

Custom Create Edition for TAMU-CT

ISBN#: 9781307021530

E-book for students:

International Management For Sustainability

Custom Create Edition for TAMU-CT

ISBN#: 9781307021547

If you opt for purchasing the full version of the textbooks, you can purchase the following two books that are the basis for the customized copies, through any retail bookstores.

International Business, First edition, by J. Michael Geringer, Jeanne M. McNett, Michael S. Minor, & Donald A. Ball.

Publisher: McGraw-Hill; ISBN: **978-1-259-31722-4**

International Management: Culture, Strategy, and Behavior, Eighth edition, by Fred Luthans & Jonathan, P. Doh. Publisher: McGraw-Hill; ISBN: **978-0078112577**

Reference Guide for Professional Writing

American Psychological Association. (2010). Publication manual of American Psychological Association (6th ed.). Washington, D.C.

ISBN-13: 978-1-4338-0561-5

NOTE: A student of this institution is not under any obligation to purchase a textbook from a university-affiliated bookstore. The same textbook may also be available from an independent retailer, including an online retailer.

3.0 **Course Requirements**

3.1 **Quizzes** (14 quizzes @ 15 points each): learning activity supports *SLO 1-6* The quizzes challenge your mastery of the content in each chapter without setting a time limit, so you can pace yourself. You are allowed to reference any study material and take it as many times as you'd like.

3.2 **Global Sustainable Enterprise (GSE) Proposal:** learning activity supports *SLO 1-4, 6*

3.2.1 **GSE Initial Proposal Paper and Presentation**

You will select an already existing company and a new country to expand to for a global business venture (or improved sustainability goal). To do this, you will conduct country, competitor, and internal analyses; explore cultural and ethical issues that could impact the firm; propose a firm strategy, structure, and entry mode for the venture; discuss human resource systems to be used in the new venture; and recommend levels of product/service adaptation as well as marketing methods.

The initial proposal paper and presentation will outline the basic steps in formulating strategy, including external environmental scanning and internal resource analysis. The initial proposal paper should be two pages and the initial presentation should be 15 minutes in length covering two major areas as follows.

1, The basic information of the company and the specific product or sustainability goal of interest (number of employees, financial information, geographic presence, production technology, etc.)

2. Host country analysis: *what are the opportunities and threats in the given country for the product or service? How does the organization possess any advantages and disadvantages compared with existing players in the host country? What is the potential for the selected organization to address the product / sustainability issue in the chosen host country?*

3.2.2 **GSE Final Paper and Presentation**

The final written proposal extends from the initial proposal and is a full report of your Global Sustainable Enterprise proposal. Your report should be 10+ pages, single spaced with double spacing between paragraphs (1-cover sheet, 10-body, 1 works cited/references cited). References should be written in the APA format.

You should base your analysis on pertinent, reliable data about the country and the firm (e.g. annual reports, core competencies, information about products/services). Considering that this is a proposal, you should mention relevant alternatives (e.g., locations, entry modes) and persuasive rationale for your recommendations.

Thus, key to this project is familiarity with the “facts,” use of frameworks discussed in class, identification of central issues and problems facing the firm in the proposed venture, critical analysis of the situation, and realistic recommendations for the firm.

Your final paper should be presentable to the firm as a viable proposal for global expansion. It may be helpful to consider yourselves outside consultants or members of that firm’s global expansion team when approaching this assignment.

Following is the outline for your final report.

1. Introduction

- a. Description of organization
- b. Description of product/service
- c. Reasons for wanting to go abroad and to the selected country. In particular, what is a sustainability issue the company has the potential to address in the host country?

2. Country Analysis (i.e. opportunities and challenges of the external environment in entering the country or improving a sustainability goal)

- a. Political Analysis
- b. Economic Analysis
- c. Legal Analysis
- d. Cultural Analysis (e.g. cultural dimensions, norms, ethical issues)
- e. Commercial Analysis (e.g. market demand, industry analysis, major competitors, competitors’ strengths and weaknesses)
- f. Critical Sustainable Development Goal (reference the U.N.’s sustainable development goals or name one of the economic, social, or ecological sustainable goal)

3. Internal Analysis

- a. Strategic goals/objectives
- b. Company strengths and weaknesses (especially with regard to entering the host market)

- c. Entry mode (alternatives and recommendations)
- d. Strategic pattern (alternatives and recommendations)
- e. Organizational structure (recommendations)
- f. Product/service adaptation (recommendations)

4. Implementation Issues

- a. Timeline
- b. Financing (e.g. funding sources, required investment levels within a timeframe)
- c. HR systems (e.g. staffing policy)
- d. Marketing/advertising approach

5. Conclusion

Note: If there is additional material that is especially relevant to your company, product/service or country, you should include it.

3.3 Literature Review Paper and Presentation

You will need to research and write a literature review in which you document the academic research to date in an area of interest to you in the field of international business. Your literature review should be 10+ pages, single spaced with double spacing between paragraphs. In addition to the 10+ pages, the report should have a beginning cover sheet, ending bibliography, and an appendix, if needed, with appropriate exhibits. The works cited page and citations should be in APA format.

3.3.1 Research Article Summaries

You are required to complete and present to the class 20 article summaries in preparation for your literature review submission and presentation. Each article summary should be one page using the following outline:

- I. Title
- II. Citation (APA format)
- III. Purpose
- IV. Constructs / Variables Investigated
- V. Methodology
- VI. Results
- VII. Implications
- VIII. Suggestions for Further Research

3.4 **Late Assignments** will be reduced by 10% per day (weekend days are included).

3.5 Extra Credit Case Study.

If you choose to do an extra credit case study, it will be available on Canvas. The case study should be two pages in length, single spaced (three pages including the cover sheet). Your analysis and write-up should use the following outline:

Page 1

I. Summary of case facts

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-
-
-

II. Statement of problem

-
-

Page 2

III. Alternative solutions

-
-
-

IV. Recommendation

-
-

V. Implementation

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4.0 Grading Criteria

Grades will be calculated as follows:

Quizzes	14 @ 15 points each	210
Research Article Presentations	20 @ 10 points each	200
Literature Review Paper		200
Literature Review Presentation		100
GSE Proposal Paper		50
GSE Proposal Presentation		40
GSE Final Paper		200
GSE Final Presentation		<u>100</u>
		1,100 points

An extra credit case study is available for up to 75 extra credit points.

Final grades will be calculated using a traditional scale (990+ = A, 880+ = B, 770+ = C, 660+ = D, less than 660 points = F).

5.0 Course Schedule and Due Dates

Date	Subject	Assignments / Quizzes Due
Wednesday, 8/30	Introduction	
Wednesday, 9/6	The Challenging Context of International Business	Quiz 1 Research Article Presentation
Wednesday, 9/13	International Trade and Investment	Quiz 2 Research Article Presentation
Wednesday, 9/20	Ethics, Social Responsibility, and Sustainability	Quiz 3 Research Article Presentation
Wednesday, 9/27	Sustainability and Natural Resources	Quiz 4 Research Article Presentation
Wednesday, 10/4	Sociocultural Forces	Quiz 5 Global Sustainable Enterprise (GSE) Proposal Paper GSE Proposal Presentation
Wednesday, 10/11	Managing Across Cultures	Quiz 6 Research Article Presentation
Wednesday, 10/18	Cross-Cultural Communication and Negotiation	Quiz 7 Research Article Presentation
Wednesday, 10/25	Global Leadership Issues and Practices	Quiz 8 Research Article Presentation
Wednesday, 11/1	Political Forces That Affect Global Trade	Quiz 9 Global Sustainable Enterprise (GSE) Paper GSE Presentation
Wednesday, 11/8	Managing Political Risk, Government Relations, and Alliances	Quiz 10 Research Article Presentation
Wednesday, 11/15	Strategy Formulation and Implementation	Quiz 11 Research Article Presentation
Wednesday, 11/22	Entry Strategies and Organizational Structures	Quiz 12 Research Article submission (no presentation)
Wednesday, 11/29	Marketing Internationally	Quiz 13
Wednesday, 12/6	Managing Human Resources in an International Context	Quiz 14 Literature Review Paper Literature Review Presentation
Wednesday, 12/13		Extra Credit

****Note** that changes to this schedule and to assignments could occur during the semester.

6.0 Technology Issues & Troubleshooting

This course will use the A&M-Central Texas Instructure Canvas learning management system. Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

Technology Support. For log-in problems, students should contact Help Desk Central. 24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

For issues with **Canvas**, select “chat with Canvas support,” submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the “Help” link.

University Resources, Procedures, and Guidelines

7.0 Drop Policy

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar’s Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar’s Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

8.0 Academic Integrity

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student’s academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student’s work, collusion, and the abuse of resource materials. All academic misconduct

concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

Avoiding plagiarism: Be sure to read the following link to avoid issues and understand how to paraphrase correctly:

- "Avoiding Plagiarism" by Dr. Michael O'Connor at Millikin University
<http://faculty.millikin.edu/~moconner/writing/plagiarism1.html>
- "Plagiarism: What It is and How to Recognize and Avoid It", by Writing Tutorial Services at Indiana University
<http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml>

9.0 **Academic Accommodations.**

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) webpage
<https://www.tamuct.edu/student-affairs/access-inclusion.html>

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. For more information, please visit <https://www.tamuct.departments/index.php>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](#), please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

10.0 **Tutoring.**

Tutoring is available to all A&M-Central Texas students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Larry Davis at lmDavis@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log-in and receive FREE online

tutoring and writing support. This tool provides tutoring in over forty subject areas. Access Tutor.com through Canvas.

11.0 The University Writing Center.

Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library on Mondays from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WCOOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

12.0 University Library.

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](https://tamuct.libguides.com/) [https://tamuct.libguides.com/].