



Dillard College of Business Administration

Syllabus: International Management
MGMT 3353, Section X20 Online
Spring Semester 2024

Contact Information

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Course Materials

Schneider and Barsoux, Managing Across Cultures, 2nd Edition. ISBN-10: 027364663X • ISBN
13: 9780273646631
Additional readings are posted to D2L

Course Description

International business has become a reality of today's business world. The world is becoming flat(ter)! Companies across the world are becoming more interconnected. Crumbling of trade barriers, proliferation of technology, and opening up of emerging economies have facilitated doing business across national borders. This course serves as an introduction to the basics of international management.

Through a combination of lectures and class participation, we will explore the domain of International Management through three main sections: (1) The meaning of culture, (2) Culture and Management Practice, and (3) Managing Cultural Differences. We will seek to learn the tools and vocabulary necessary for a critical and effective management analysis, thinking, and communication across national borders.

Course Prerequisite(s)

Enrolled in the undergraduate business management program.

Learning Goals

Students will have an understanding of the influence of global and multicultural issues on business activities. This is the main goal of this class. **Instruction** will occur through discussion of each chapter which have to do with international aspects of management. There will be some **application** of this skill area in the presentations students are required to make as well as the discussion questions they are required to answer. Each of these items will be **assessed** as part of the total class point schedule.

Competency in Speaking Within Common Business Scenarios

Students will **practice** their oral presentation skills in individual presentations that they will present to the class. **Assessment:** the student's ability to present their perspective will be evaluated and included in the point profile for the course. Students will be expected to actively participate in discussions and answer questions, as well as ask their own during these presentations.

Competency in writing about common business scenarios

Students will answer questions comprised of analyses about each chapter. Hence, practice of written skills occurs through these assignments.

Students will be able to utilize available technology for common business applications

Students will **practice** this skill area by using word processing, data collection, and the internet. **Assessment** is reflected in the evaluation of the report.

Course Policies

Attendance Policy: Students are expected to attend all class meetings for this course (by watching each lecture posted online), following the university attendance policy. (See **Midwestern State University Undergraduate Catalog**, Volume LXXVIII, Number 1, page 78).

My Expectation

I prefer to treat my students as responsible adults who have made an active choice to be where they are. Since the choice is yours, I expect that you will not only be attentive to the course material posted but also use the available resources including group discussion, individual project, video clips and lecture-discussions to your advantage to get the most out of this class. I expect that you will watch the videos after having read the assigned textbook chapter.

An environment of respect is **very important** to me and I expect that you will respect me and the other students in the class— no comments will be tolerated which are rude, demeaning, slanderous, prejudicial, or offensive. I reserve the right to significantly lower the grade (down to zero on hundred for the participation grade) of a person who takes away from a positive and constructive online classroom environment. In some cases, I might even remove this person from the online class completely.

If there are university excused reasons because of which you will not be able to watch the videos in time for the tests/exams or complete assignments on time, I expect that you will discuss the same with me in **advance** and not after the due date/missed class. Email is the best way to reach me. I check email on phone and so am very accessible through email.

My personal philosophy revolves around fairness so please know that I will put only as much effort into the development of a student and a class as I get from them. Examination Policy: Only students with authorized absences (see University Class Attendance Policy) may make up missed examinations. As a professional courtesy, please notify me prior to the exam of the absence if possible.

Course Format

International Management, as other management courses, is best learned through active (not passive) experience and informed debate. My goal is to create an environment that stimulates your thinking and prepare you to use the principles of international management in the business. I have designed this course to promote the objectives described above. The structure of this course will challenge you to think beyond the obvious and constantly apply the concepts, frameworks and tool kits we learn in class to real-life situations.

Grading and Evaluation:

Many different tools are used to test your degree of success at achieving the different learning goals. Here is the breakdown of points in this class.

| Activity/Assignment | Points | Distribution |
|--|--------|--------------|
| Discussion board participation | 100 | Individual |
| 10 Individual Online Quizzes (10 points each) | 100 | Individual |
| Exams: 3 online exams @ 33 points each, one bonus point added (Exams are not cumulative) | 100 | Individual |
| International Management Country Presentation | 100 | Individual |
| Total | 400 | |

Grades will be determined on the basis of the total points earned. Letter grades will be given according to the following scale:

- A = 360-400 points
- B = 320-359 points
- C = 280-319 points
- D = 240-279 points
- F = less than 239 points

Late Assignment

Consulting project related assignments are due on the due date mentioned in the syllabus. During each day the assignment is late, its value drops by 25 percent. Should you have any pressing reason for not completing these on time, you should inform me early on. Informing me the day before the due date is not acceptable.

Grading Details

Discussion board participation

You are expected to watch all sessions. In addition, I expect that you will actively participate in class discussions online.

Class participation is graded in the following 2 components: 1) Class discussion per chapter (total 70 points) and 2) Oral presentation questions (total 30 points).

- 1) Class discussion per chapter (total 70 points): There are 10 Chapters that you can participate in. I will grade participation for a maximum of 7 points per chapter. Contributions that can earn you points consist of meaningful answers to the questions posted. I will use a discussion forum on D2L to ask questions. Each chapter will have its own discussion forum that will begin the day we start the chapter and end the day the Exam is due for that chapter. You are expected to use the discussion forum to answer a question that I will post about that chapter on the discussion forum. You are required to give only one contribution per discussion forum. When typing up your answer, use the KISS principle: Keep it short and sweet. I expect no more than one paragraph (4-5 lines, Max. 200 words). Points given will depend on:
 - a. Thoughtfulness/quality of your answer. This is the #1 criteria to earn a good participation grade.
 - b. When you answered (i.e. the later you answer/participate in that discussion forum, the higher the bar I will use to grade your answer (i.e. tougher it is to score a full 7). Hence there is an incentive to answer the question as soon as the forum opens up/first couple of days rather than waiting for the last few days. Answering on the last day will result in loss of one or more points)
- 2) Oral Presentation questions (total 30 points): Upon watching each of the other student presentations, you are required to ask at least one question of each team (i.e. one question per country presented). Depending on the quality of your question, you can earn 3 points per presentation or a total of 27 points since we will have 10 presentations (one will your own). I will add 3 bonus points to this score to make it worth a total of 30.

These two components combined will give you a final participation grade out of 100.

Individual Online Quizzes

A multiple-choice question format quiz will be given for each chapter covered. Quizzes will be available to take online from the time they are 1st posted (usually the day we finish the chapter) till the date of the next exam. Quiz format: 15 minutes, 10 questions @ 1 point per question.

Exams

There will be 3 non-cumulative online exams that will be based on 33 multiple choice questions (1 point each). One or more of these questions may be from the online lectures given. You have 75 minutes for each exam, starting from when you first start the exam on D2L.

International Business Consulting Presenting Presentation

Working in assigned teams of 3-4 this project is an opportunity to demonstrate your knowledge of concepts taught in class by applying them to research the challenges of management and doing business in a specific country that will be assigned to you early during the semester.

Acting like a management culture training consultant you will present to the rest of the class on the country you were assigned. You are expected to be a cultural expert on that country so make sure you start reading up and researching the country earlier rather than later. You will give the rest of the class a total of a 20-21 minute oral presentation accompanied with slides (3 seven minute Youtube videos or 4 five minute Youtube videos depending on how many people are in your team). You will essentially be training the class on the dos and don'ts when working with people from that country. (Example: that country's attitude towards punctuality, dress codes etc.).

You are expected to apply concepts learnt from Chapter 1-6 to the country you will be individually assigned in Week 1. At the very minimum the following should be included and discussed. (More instructions and sample videos from past classes will be posted on D2L and emailed to you a month before presentations start):

- 1) MAIN FOCUS (Do not have one person do all of this! Divide evenly amongst team members): Hofstede's dimensions for that country (i.e. cover low/high context language; uncertainty avoidance; individualism/collectivism; time orientation; power distance; long term/short term orientation, masculinity/Femininity). Also other dimensions like proxemics for that country (include for example how to greet someone in this culture), Wherever possible provide examples of how each affects a management/business practice in that country.
- 2) That country's major industries
- 3) The political and infrastructural issues that might affect doing business with that country.
- 4) Where that country falls on the corruption index and thus related business practices that are or are not acceptable there.
- 5) Worst times to travel to that country for business (major holidays)
- 6) Superstitions and customs to watch out for when undertaking gift giving or socialization for business in that country. (e.g.: In India you would never gift knives, like a Swiss army knife, to a business contact because it would be considered bad luck and that it would "cut" the relationship) (for this ask interviewee plus do internet research)

Your final presentation grade will depend on how well you present, how professional you appear (wear business formal), the content of your presentation and its applicability to the course, how deep vs. superficial your analysis of the Hofstede's and other cultural dimensions were, and how well you answered questions posted your classmates (and maybe me) in the individual discussion forum for your country.

NOTE: Please start early on creating, recording and uploading your presentation. If not sent on time, the link will not be accepted. Technology seems to create issues last minute for many students so please do not procrastinate. I can only help if you are proactive and begin at least a few days in advance of when your link is due. Again- link is due 24 hours before the presentation is due to go live.

Academic Integrity:

With regard to academic honesty, students are referred to the "Student Honor Creed" on p. 19 of **Midwestern State University Undergraduate Catalog**, Vol. LXXVIII, No. 1. Plagiarism **will not** be tolerated. Any student who plagiarizes on any written assignment will receive a 0 for the assignment and/or course and be referred to the Dean of Students for further disciplinary action.

Desire2 Learn (D2L)

This is the website for the course. Students are expected to check this website for important course information, course documents, quizzes and exams and correspondence from the instructor multiple times per week.

Americans with Disabilities Act:

*This class follows the guidelines suggested by the Center for Counseling and Disabilities Services for those students who qualify for disability services. See **Midwestern State University Undergraduate Catalog**, Volume LXXVIII, Number. 1, page 21.*

Syllabus Change Policy:

This syllabus is a general outline of material covered, learning goals, grading procedures and student performance requirements. Material covered, dates of tests, and percent of total grade may vary as necessitated by the pace material is covered and any unforeseen class interruptions such as weather cancelations, online access issues, or instructor illness.

Tentative Course Calendar

| Date | Topic |
|-----------------|--|
| Jan 16-19 | Syllabus |
| Jan 22-26 | Chapter 1 |
| Jan 29-Feb 2 | Chapter 2 |
| Feb 5-Feb 9 | Chapter 3 |
| Feb 12- Feb 13 | Exam 1 (based on Chapter 1-3) (open for a 48 hour period on days designated). Also Online Quizzes 1-3 due by Feb 13). All close 11:59PM |
| Feb 14-Feb 20 | Chapter 4 |
| Feb 21-Feb 27 | Chapter 5 |
| Feb 28-Mar 6 | Chapter 6 |
| Mar 7-8 | Exam 2 (based on chapter 4-6) (open for a 48 hour period on days designated. Also Online Quizzes 4-6 due by March 8.) All close 11:59PM |
| (Mar 11-15) | Spring Break |
| Mar 18-March 22 | Chapter 7 |
| March 25-Apr 3 | Chapter 8 |
| (Mar 28-Apr 1) | Easter Break |
| Apr 4-Apr 10 | Chapter 9 |
| Apr 11- Apr 17 | Chapter 10 |
| Apr 18-19 | Exam 3 (based on chapter 7-10) (open for a 48 hour period on days designated). Also Online Quizzes 7-10 due by April 19.) All close 11:59PM |
| April 22 | Student Presentation Team 1 |
| April 23 | Student Presentation Team 2 |
| April 24 | Student Presentation Team 3 |
| April 25 | Student Presentation Team 4 |
| April 26 | Student Presentation Team 5 |
| April 29 | Student Presentation Team 6 |

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|----------|------------------------------|
| April 30 | Student Presentation Team 7 |
| May 1 | Student Presentation Team 8 |
| May 2 | Student Presentation Team 9 |
| May 3 | Student Presentation Team 10 |