MGMT 325-001 - International Management (DE)

Class Days: One a week face to face/Distance Education
Class Hours: Module Format
Class Location: Internet/Tate 131
Instructor: Professor David Desplaces but call me “Prof. D”

Office Location: 327 Beatty Center
Email: desplacesd@cofc.edu
Office Phone: 843-953-6446
Fax Number: 843-953-5697

Office Hours: Monday and Wednesday from 10:30-1:30 by appointment.

Class Materials:
- Book:
  - International Management: Culture, Strategy, and Behavior, 10th Edition Luthans and Doh (McGraw-Hill)
  - Online version through Oaks (Follow MH Campus/Connect link)
- e-Reserve Site: Oaks (A lot of readings)
- Cases: Harvard Business Publishing

Course Description:
This course examines a variety of managerial issues arising from the interaction of two or more cultures in international business situations. The course extends the management and organizational behavior constructs introduced in the prerequisite course, with particular emphasis on problem solving and decision making in the multicultural firm.

Prerequisites: MGMT 301 and Junior standing

Objectives of the Course:

1. To understand principles of management as related to the multinational firm. Specific attention will be given to: the environment of the multinational firm, including globalization and trade; cultural differences; communicating across cultures; global business strategy; strategic alliances; general management and leadership; and human resources including organizational approaches, expatriate and local personnel management.

2. To be able to apply these concepts to practical problems in the multinational firm. This will be aided by case analysis: each student is expected to analyze real world situations through the use of the case method process individually and in a team.

3. To enhance interpersonal, oral and written presentation and critical thinking skills through these objectives, using assignments that require analysis as well as synthesis and/or critical thinking, and class participation/contribution.

SOBE Learning Goals
This course directly addresses the four Learning Goals established by the School of Business and Economics:

- **COMMUNICATION SKILLS:** Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.

- **QUANTITATIVE FLUENCY:** Students will demonstrate competency in logical reasoning and data analysis skills.
GLOBAL AND CIVIC RESPONSIBILITY: Students will be able to identify and define social, ethical, environmental and economic challenges at local, national and international levels. Students will also be able to integrate knowledge and skills in addressing these issues.

INTELLECTUAL INNOVATION AND CREATIVITY: Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems.

SYNTHESIS: Students will demonstrate the ability to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks.

Department statement of excellence
The Department of Management & Entrepreneurship believes organizations have an obligation to optimize the “Triple Bottom Line;” that is, to achieve financial, ecological, and social objectives in increasingly competitive global markets.

As teachers, we seek to prepare our students to be global citizens who will think and act systemically regarding the multiple purposes of creating and managing organizations in this responsible way.

Through our faculty service we reach out to the greater community, creating business relationships and partnerships. We serve as a resource to international, national, regional and local organizations.

The faculty take pride in the fact that their research represents a variety of disciplinary perspectives.

E-mail Business Etiquette
Do not abandon business etiquette in your use of e-mail! I will not respond to e-mails if you do not follow the below guidelines:

- Business-like writing style (Dear Prof. D, sincerely etc.)
- Be concise and to the point.
- E-mail alias so recipient sees your full name, or your full name with @cofc.edu, in his/her e-mail in-box.
- Subject line meaningful to recipient (consider identifying your class MGMT 325)
- Content clear states the purpose of the e-mail including any action to be taken from the professor.
- Clear signature block with your full name, postal mailing address and return e-mail address (obviously there is no handwritten signature, nor do I require a digital signature).
- Be careful about including quotations and sayings in your signature block. Obviously don't include anything that has potential to be offensive or misunderstood. Think about the impression your message sends to someone who doesn't know you, and be judicious.

Classroom Format:
The material will be conveyed through a combination of reading assignments, limited lectures, online discussions, movies, case analyses and structured individual assignments. All assigned readings, exercises, videos, and cases should be viewed or read prior to the completing each module. All students are expected to have access to their account on Oaks and are responsible for keeping their e-mail account active. Course materials and links to each modules will be placed there and you should regularly check-in for announcements and updates. Make sure you update your Oaks profile to reflect your active e-mail account otherwise you will not get my e-mails.

Virtual task groups are increasingly pervasive in all organizations today, and therefore will be the preferred experiential format for the class. As such, it is important for you to learn how to effectively participate in and to some extent manage a group virtually. You will have to plan and manage your group's activities in order to complete a high quality group project (effective) in a timely manner (efficient) according to quality and social guidelines (ethics).

Expected Norms:
Several norms are also important for effective teams. Responsibility is an important aspect of this class. Your most important allegiance should be to your group. More importantly attempt to adhere to your
group norms. In short, act maturely by keeping them informed and treating them the way you would prefer to be treated. Then everything should go smoothly.

**Participation** is also strongly recommended. Effective participation requires reading assignments before completing each module and making relevant comments on the discussion board. Students are responsible for accessing the on-line content. The instructor is not responsible for any loss of connection or internet service. The best way to avoid any problem is to plan ahead and complete modules before any due date to guarantee that you will not miss any deadlines.

Another important norm is **involvement**. You should be involved in class discussion, and in your group. It is difficult to learn to manage passively especially in a virtual environment. You will be asked to discuss chapter cases and get involved in the discussions. Involvement is needed for them to succeed. In addition, you should view this course as an opportunity to practice making decisions in a relatively safe environment. Get involved, and more importantly take calculated risks!

**Final Grades:**
Since I am the steward of learning, my goal is for students to take charge of their individual learning. I want everyone student to do well in the course, however, you should understand what I expect of you. This syllabus serves as your contract of your learning with me. You have rights as well as responsibilities.

**Student's Bill of Rights**
- Right to a proper education/instruction
- Right to be treated fairly
- Right to question content and process

**Student's Bill of Responsibility**
- Responsible for his/her own actions
- Responsible for learning
- Treat everyone as equals (including online)
- Must come prepared to discussed materials online (keep on schedule)
- Must have a reliable internet connection and computer for the duration of the class

**Final Grading:**

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Engagement</td>
<td>200</td>
</tr>
<tr>
<td>LearnSmart</td>
<td>100</td>
</tr>
<tr>
<td>Mini Case Analysis</td>
<td>200</td>
</tr>
<tr>
<td>Assurance of Learning</td>
<td>300</td>
</tr>
<tr>
<td>Comprehensive Case Analysis</td>
<td>200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1000</td>
</tr>
</tbody>
</table>

**Course Grade Scale (Percentage)**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>94-100 – Superior</td>
</tr>
<tr>
<td>A-</td>
<td>90-93.99 – Great work</td>
</tr>
<tr>
<td>B+</td>
<td>87-89.99</td>
</tr>
<tr>
<td>B</td>
<td>83-86.99 - Good work</td>
</tr>
<tr>
<td>B-</td>
<td>80-82.99 - Below good work</td>
</tr>
<tr>
<td>C+</td>
<td>77-79.99 - Considerable weaknesses</td>
</tr>
<tr>
<td>C</td>
<td>73-76.99 – Acceptable</td>
</tr>
<tr>
<td>C-</td>
<td>70-72.99 – Weak work</td>
</tr>
<tr>
<td>D+</td>
<td>67-69.99 – Significant concerns</td>
</tr>
<tr>
<td>D</td>
<td>63-66.99 – Barely Acceptable Passing</td>
</tr>
<tr>
<td>D-</td>
<td>60-62.99 - Near failure</td>
</tr>
<tr>
<td>F</td>
<td>Failure - Below 60</td>
</tr>
</tbody>
</table>

**Assignments & Due Date**
All assignments are due by the published date by 11:59 PM EST (Eastern Standard Time). Late assignments will not be graded. Please review the course Oaks site for deadlines. Late assignment will only be considered if Excuse Memo office provide documented evidence to the instructor. Other reasons will not be considered legitimate (plan your work accordingly).
Learning Engagement

Engagement in the course is mandatory. Participation is only meaningful if it is completed during the completion of each module but requires both an online participation and a in class engagement. Students cannot return to a module discussion board and make contributions unless it is to comment on other students’ comments or contributions. Otherwise it will not be counted as active participation. In order to foster lively and informed follow-up discussion as well as developing critical analytical skills it is necessary to be prepared for and to participate in module. This requires active discussion and active engagement all designed to promote individual and class learning. Each module will have a discussion area and each student will be required to make meaningful contributions. Please review the matrix posted online for specifics. Online engagement will account for 80% of the learning engagement grade or stars. I believe in promoting engagement and therefore I also ways to make up stars (or loose stars).

Being There

Class attendance is absolutely essential to get the value of this course. However, all missed classes will be noted (please note use of sign in sheets, clickers or phones in the class to keep attendance – It is your responsibility to check in). Class meetings start promptly. Habitual lateness (and leaving class early) and/or use of laptops or cell phones during class will be noted as evidence of low course commitment and similarly be penalized (see below). This policy will be strongly enforced. No warnings have to be issued. **Students must visit the Excuse Memo Office (Student Affairs) to get any absences excuses. Only documented excuses by the college will be excused. Absences must be excused within 5 business days of the missed classed to be considered.**

Earning stars

Students could make up Instructor approved events with evidence of attendance including the following

- International Business Activities
  - CGBP Workshop
  - Attend an pre approved event (Instructor selects the event)
- Career and Success Center Events
  - Resume reviewed and update THIS semester +1 (must bring previous and new resume signed)
  - Attend career fair + 1
  - Attend any other workshop offered by that office this semester +1
- Weekly winner of class game show +1
- Visit Professor D once in the semester +1

Loosing Stars

- Texting/Emailing/Checking emails during class (outside of game time) - -5
- Late for class (cumulative)
  - First time -1
  - Second time -3 (plus -1 from first time)
  - Third time -7 (Plus -1 from first time and -3 from second time)
  - Fourth -12 (Plus -1 from first time and -3 from second time and -7 from the third time)
- Unexercised Absence (excused absences do not count against you) - (cumulative)
  - First time -1
  - Second time –8 (plus -1 from first time)
  - Third time -15 (Plus -1 from first time and -8 from second time)
  - Fourth time all points taken away from engagement grade and no makeup possible
- 5 or more unexcused absences will automatically trigger a drop from the course for excessive absences

LearnSmart

Students are required to complete by the stated deadline the Application of Learning for each chapter from the book. These applications of learning are required to guarantee that you have understood the chapter content (readings) and can apply the content/elements (comprehension). The LearnSmart concepts are questions you must answer to show your understanding of the materials (self-graded) and if you answer any of them wrong
you will be asked subsequently to answer the question or related question later until you get all of them correct. You will receive 100% of you complete them by the posted deadline (no exception on the deadline). The case content application is a small case showing you can apply the content of a particular chapter to the analysis. This assurance of learning (case) does not repeat or allow the user to go back and change their questions so the grade is final and must also be complete by the first class of the week (Monday except Fall break week).

**Mini Case Studies**
There will be two mini case study assignments during this course. This shorter assignments (100 points each) focus on developing your diagnostic skills as a manager. Case evaluation matrix will be available on Oaks prior to the assignment due date.

**Assurance of Learning (Quizzes with Long Answers)**
There will be quizzes at the end of each module consisting of multiple choice questions/short answers that will be time restricted (30 minutes only) drawing from a pool of random questions with an open book concept. Short answers will be graded if you can show you can integrate your experience or other experiences (book) into answering the questions. It will include multiple choice questions and long answers.

**Comprehensive Case Analysis**
The comprehensive case (200 points) requires a systematic analysis of a Harvard Publishing case (to be posted towards the end of the semester). A specifics case evaluation matrix for this case will be available and must be carefully reviewed to understand the expectations including how to identify the issues, how to propose solutions, developing or building a case for solutions, incorporating the course content into the case answer or recommendations.

**The Honor Code**
The Honor Code at the College of Charleston specifically forbids:

**Lying:** knowingly furnishing false information, orally or in writing, including but not limited to deceit or efforts to deceive relating to academic work, to information legitimately sought by an official or employee of the College, and to testimony before individuals authorized to inquire or investigate conduct; lying also includes the fraudulent use of identification cards.

**Cheating:** the actual giving or receiving of unauthorized, dishonest assistance that might give one student an unfair advantage over another in the performance of any assigned, graded academic work, inside or outside of the classroom, and by any means whatsoever, including but not limited to fraud, duress, deception, theft, talking, making signs, gestures, copying, electronic messaging, photography, unauthorized reuse of previously graded work, unauthorized dual submission, unauthorized collaboration and unauthorized use or possession of study aids, memoranda, books, data, or other information. The term cheating includes engaging in any behavior specifically prohibited by a faculty member in the course syllabus or class discussion.

**Attempted cheating:** a willful act designed to accomplish cheating, but falling short of that goal.

**Stealing:** the unauthorized taking or appropriating of property from the College or from another member of the college community. Note also that stealing includes unauthorized copying of and unauthorized access to computer software.

**Plagiarism:**
The verbatim repetition, without acknowledgement, of the writings of another author. All significant phrases, clauses, or passages, taken directly from source material must be enclosed in quotation marks and acknowledged either in the text itself or in footnotes/endnotes.

Borrowing without acknowledging the source.
Paraphrasing the thoughts of another writer without acknowledgement.
Allowing any other person or organization to prepare work which one then submits as his/her own.

Students found in violation of the above honor code can expect severe consequences.
Disability Statement

- The College will make reasonable accommodations for persons with documented disabilities. Students should apply at the Center for Disability Services located on the first floor of the Lightsey Center, Suite 104. Students approved for accommodations are responsible for notifying me as soon as possible and for contacting me one week before accommodation is needed.

- If there is a student in this class who has a documented disability and has been approved to receive accommodations through SNAP, please feel free to come and discuss this with me during my office hours.

- Any student eligible for and needing academic adjustments or accommodations because of a disability is requested to speak with me during my office hours.

- The College of Charleston abides by section 504 of the Rehabilitation Act of 1973 that stipulates no student shall be denied the benefits of an education “solely by reason of a handicap.” Disabilities covered by law include, but are not limited to, learning disabilities and hearing, sight, or mobility impairments. If you have a documented disability that may have some impact on your work in this class and for which you may require accommodations, please contact the Center for Disability Services (953-1431) and then see me so that such accommodation may be arranged.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Text/LearnSmart*</th>
<th>Assignment**</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>August 23</td>
<td>Introduction</td>
<td></td>
<td>Online statement</td>
</tr>
<tr>
<td>2</td>
<td>August 30</td>
<td>Environment of Int. B</td>
<td>Ch. 1, PDF</td>
<td>Quiz 1</td>
</tr>
<tr>
<td>3</td>
<td>September 6</td>
<td>Trade and Politics, Team Formation</td>
<td>Ch. 10</td>
<td>Quiz 2</td>
</tr>
<tr>
<td>4</td>
<td>September 13</td>
<td>Politics and Legal Environment</td>
<td>Ch. 2 &amp; 3</td>
<td>Team Contract, Quiz 3</td>
</tr>
<tr>
<td>5</td>
<td>September 20</td>
<td>Culture</td>
<td>Ch. 4, PDF</td>
<td>Quiz 4</td>
</tr>
<tr>
<td>6</td>
<td>September 27</td>
<td>Managing (OL)</td>
<td>Ch. 5&amp;6, PDF</td>
<td>Quiz 5</td>
</tr>
<tr>
<td>7</td>
<td>October 4</td>
<td>Introduction to cases/Case Analysis</td>
<td></td>
<td>PDF</td>
</tr>
<tr>
<td>8</td>
<td>October 11</td>
<td>Mini Case</td>
<td></td>
<td>Mini Case 2</td>
</tr>
<tr>
<td>9</td>
<td>October 18</td>
<td>Communications/Cass Exercise</td>
<td>Ch. 7</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>October 25</td>
<td>Negotiations/ Managing Conflict</td>
<td>Ch. 7, PDF</td>
<td>Quiz 6</td>
</tr>
<tr>
<td>11</td>
<td>November 1</td>
<td>Multinational Strategy, Mini Case</td>
<td>Ch. 8, PDF</td>
<td>Quiz 7, Mini Case 2</td>
</tr>
<tr>
<td>12</td>
<td>November 8</td>
<td>Human Resources</td>
<td>Ch. 14, PDF</td>
<td>Quiz 8</td>
</tr>
<tr>
<td>13</td>
<td>November 15</td>
<td>Organizations</td>
<td>Ch. 9, PDF</td>
<td>Quiz 9</td>
</tr>
<tr>
<td>14</td>
<td>November 23</td>
<td>Thanksgiving week</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>November 29</td>
<td>Leadership/Case</td>
<td>Ch. 12/13, PDF</td>
<td>Quiz 10, Comprehensive case</td>
</tr>
<tr>
<td>16</td>
<td>December 6</td>
<td>Team/Course Evaluation (online)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Text and LearnSmart are due before class (no exception)

** Quizzes are due by Friday 12 noon each week (no reminders will be sent to students)

It is each student’s responsibility to attend class and hear any schedule adjustments from me and regularly check our class Oaks site for changes to the schedule and other course information. I reserve the right to modify this syllabus.