# MGMT 325-1: International Management   Fall 2018

<table>
<thead>
<tr>
<th>Class Meeting Times:</th>
<th>Required Text and CESIM Simulation:</th>
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<tr>
<td><strong>Section 02</strong>: MWF 11:00-11:50am, Classroom: BCTR 220</td>
<td>1. <em>International Management: Culture, Strategy, and Behavior</em>, 9th Ed., F. Luthans, and J.P. Doh. McGraw-Hill Irwin, 2015. (available in the bookstore or online)</td>
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<td><strong>Instructor</strong>: Lancie Affonso</td>
<td>2. CESIM Online Global Simulation ($40 online payment with credit card or Pay-Pal) Registration instructions on the last page of the syllabus.</td>
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<tr>
<td><strong>Email</strong>: <a href="mailto:affonsol@cofc.edu">affonsol@cofc.edu</a> or OAKS Pager</td>
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<tr>
<td><strong>Telephone/Text</strong>: 843-628-6357</td>
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<td><strong>Office</strong>: Berry 110</td>
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<td><strong>Office Hours</strong>: MW 10-11am and 1-2pm or by appointment</td>
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**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 and computer simulations: 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.

**School of Business 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.

**Instructional Method:** Students will take an active role in leading discussion of cases, presenting cases, and providing critical commentary. Each class will involve discussion and dialogue as major elements in the learning strategy.

**Evaluation Schedule:**
- 50% Chapter Quizzes (11)
- 15% Class Discussions/News
- 10% Case Presentations
- 25% Global CESIM Simulation (Assignment details will be available in OAKS)

**Grading Scale:**
- 100 - 94 (A); 93 – 90 (A-) 89 - 87 (B+); 86 - 83 (B) – 80 (B-) 79 -77 (C+); 76 - 73 (C); 72 – 70 (C-)69 - (D+); 66 - 63 (D); 62 – 60 (D-) else (F)

**Student Honor Code:**

**Disabilities:**
If you have a documented disability and are approved to receive accommodations through SNAP Services, please contact me.

**Attendance:**
Attendance is required for learning to take place. Students that have more than three unexcused absences will get a zero for their participation/attendance grade.
Use the link below to register for CESIM and then check the Paypal/credit card option. URL: [http://sim.cesim.com/register/mgmt325](http://sim.cesim.com/register/mgmt325)

For the simulation, you will be working in small groups (4 students per group, self-selected via a group sign-up list in class/OAKS). Your first task will be to devise an expansion strategy for your firm, addressing how you propose to expand your activities across the three regions.

**CESIM OVERVIEW**

1. **Objective**: The main objective of the CESIM simulation is to deliver sustainable, profitable growth in an international business. Typically this is measured by a ratio called “cumulative total return to the shareholders”, which combines share price development and dividends paid to show the total return to the shareholders. Teams may try to manipulate their profits, revenues, and market share in the short run, but share price will punish any short-sighted decisions sooner rather than later during the 8 rounds of the simulation.

2. **Assessment**: You grade in the CESIM assignments are based primarily on how your group develops strategies to address the learning objectives in the simulation through your Initial Global Strategy Report (5%), Group Rank and Financials (5%), your CESIM VoiceThread Presentation (5%) and Final CESIM report (10%).

3. **Practice Rounds (2)**: Each group will first play the two practice rounds of the simulation. Students will use the team forum in CESIM to communicate with team mates and document their strategy/decisions for each round.

4. **First Two Rounds**: I expect that students will struggle to grasp the financials in the practice as well as first two rounds in CESIM as you learn to handle complexity with imperfect information in an international business environment. Hopefully, your comfort level with the simulation will increase after the second round. If it does not and you are still struggling, feel free to set up a time to meet with me.

5. **Initial Global Strategy Plan** (after first two practice rounds): After two practice rounds of the simulation, each group will submit an initial Global Strategy Plan. We are creating the market in this simulation, and this initial plan should cover your thoughts on the best market position for your firm given the information you have available.

   Use the responses to the questions below to guide your strategy for the group report 1) report titled “Initial Global Strategy – Team X” (where X is your group name/color) in your group’s CESIM discussion forum
   1. What is your corporate mission?
   2. How do you plan to maximize shareholder value?
   3. In which international markets do you plan to invest in? Why?
   4. What product(s) do you plan to focus on? Why?
   5. What financial indicators will you focus on? Why?
   6. Other: Logistics, Demand, Competitive Analysis, Risk Assessment?

6. **CESIM VoiceThread Presentation** (after Round 9): Your comments should be directed towards the board of directors of the firm and explain/justify your group’s strategy for each metric (as applicable).

   To ensure that we hear from everyone in the class, each Team Member is required to comment on at least two of the 12 slides. A video comment (webcam) is preferred - although you may use audio narration (or a combination of both).

   Slide 1: Financial Statements: Income and Cost Structure/Profit
   Slide 2: Financial Statements: Balance Sheet
   Slide 3: Ratios: Financial Ratios
   Slide 4: Ratios: Key Financial Indicators
   Slide 5: Market Report: Global Market Shares
   Slide 6: Market Report: Product Price Per Technology
   Slide 7: Production Report: Total Mfg. and Capacity Utilization
   Slide 8: Production Report: Production Plants
   Slide 9: Cost: Average Logistics Cost Per Product
   Slide 10: Cost: Tech 1-2 Production costs
   Slide 11: Cost: Tech 3-4 Production costs
   Slide 12: Concluding Remarks to the Board of Directors
   Slide 13: All Students: Top 2 things you learnt from the CESIM Simulation

7. **Final Report**: After eight rounds of play, teams will also submit a final report (8-10 pages) that describes their firm’s performance (including industry analysis, competitor analysis, regional analysis (USA, EU, Asia) and firm resource positions) and what was learned from the experience of managing their firm’s international expansion. The report should be uploaded to OAKS.

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**Rubric for Evaluating Small Group Facilitators**