MGMT 325-001 - International Management (Hybrid/DE)

Class Days             Mondays face to face and others DE                Fall 2019
Class Hours            12-12:50/Modular Format
Class Location         Tate 131/Online
Instructor             Professor David Desplaces but call me “Prof. D”
Office                 Location:  327 Beatty Center                           Office Phone:  843-953-6446
                        Email:  desplacesd@cofc.edu                                   Fax Number:  843-953-5697
Office Hours           By Appointment please on Monday and Wednesday from 9-11 with other times available by appointment

Class Materials:
• Book:
  o International Management: Culture, Strategy, and Behavior, 10th Edition Luthans and Doh (McGraw-Hill)
  o Online version through Oaks (Follow MH Campus/Connect link)
• Connect (free for first 2 weeks)
• 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.

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:

- Subject line meaningful to recipient (consider identifying your class MGMT 325)
- Business-like writing style (Prof. D/Professor, 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.
- 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 and in class (keep on schedule)
- Must have a reliable internet connection and computer for the duration of the class

**Final Grading:**
- LearnSmart/Connect 100 pts.
- Mini Case Analysis 200 pts.
- Assurance of Learning 300 pts
- Learning Engagement 200 pts.
- Comprehensive Case Presentation 100 pts.
- Comprehensive Case Analysis 100 pts.

<table>
<thead>
<tr>
<th>Course Grade Scale (Percentage)</th>
<th>Points</th>
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<tbody>
<tr>
<td>A  94-100 – Superior</td>
<td>100</td>
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<tr>
<td>A- 90-93.99 – Great work</td>
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<tr>
<td>B+ 87-89.99</td>
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<tr>
<td>B  83-86.99 - Good work</td>
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<tr>
<td>B- 80-82.99 - Below good work</td>
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<tr>
<td>C+ 77-79.99 - Considerable</td>
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<tr>
<td>weaknesses</td>
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<tr>
<td>C  73-76.99 – Acceptable</td>
<td></td>
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<tr>
<td>C- 70-72.99 – Weak work</td>
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<tr>
<td>D+ 67-69.99 - Significant concerns</td>
<td></td>
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<tr>
<td>D  63-66.99 – Barely Acceptable Passing</td>
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<tr>
<td>D- 60-62.99 - Near failure</td>
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<td>F Failure - Below 60</td>
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<tr>
<th>Assignments &amp; Due Date</th>
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<tr>
<td>All assignments are due by the published date by 11:59 PM EST (Eastern Standard Time) online or class time (whichever comes first). 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).</td>
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**Learning Engagement**
Engagement in the course is mandatory. Participation is only meaningful if it is completed during the completion of each module. Students can not 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. Students will be assigned to group discussions so that they focus on quality engagement versus being responsible for engaging the entire class.
An evaluation matrix is available on Oaks. You will receive four (3) learning engagement grades will be issued for a total of 75/100 engagement points. **Review the Learning and Engagement Matrix posted on Oaks.**

**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). **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.**

**QUEST**

Engagement is measured by your commitment to your personal learning in and outside of the classroom. We are pleased to announce that **QUEST**, the new School of Business app, will launch in the fall to enhance your educational experience. It is designed to promote and track activities and experiences that stimulate a global mindset, inspire creativity and innovation, develop leadership skills, and instill ethics and integrity. Official launch date will be announced in the month of September. Stay tuned.

To know more about **QUEST**:  
- Stop by the Student Success Center in Beatty 100

**Earning stars**

Students could make up/add points by showing evidence of attendance to activities/events – these points will be added to their engagement grade total.

- **International Business Activities**
  - CGBP Workshop – Sep. 24 (all day) +6 points for attending and additional +6 points if you get a 60% on end of workshop assessment (register through QUEST)
  - Attend an pre-approved event (Instructor selects the event)  
    - November 14 - Panel The World is Not Flat Panel Event (Tate 207 @5pm) +3 points (register through QUEST)
- **Career and Success Center Events**
  - Resume reviewed and update THIS semester +1 (must bring previous and new resume signed)
  - Attend career fair (Oct 2) + 1 point (post selfie on Oaks)
  - 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**

Students loose points – these points will be subtracted to their engagement grade total.

- **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 -8 (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)
  - Fifth – zero on engagement grade
- **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
Application of Learning (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 the first class of the week (see Oaks for schedule). DO NOT CONTACT ME TO REOPEN A MISSED LearnSmart assignment. However I will drop your lowest LearnSmart grade.

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 both multiple choice questions and long answers. DO NOT PLAGIARIZE – this will be an automatic ZERO and referral to the honor board. Only the multiple questions of the assurance of learning self-graded. I have to manually grade the long answers. Long answers will be graded according to the following guidelines:

- 10/10 Answered in details and provided own examples/demonstrate application of knowledge (not just list/definition) – a few sentences will not earn you a 10.
- 7/10 Answered but will limited details (few sentences) and no real own application.
- 5/10 Incomplete answer, no write up, poor explanation, no demonstration of knowledge through examples
- 0/10 no answer, incorrect answer, plagiarized answer

There will be no make-up on quizzes (DO NOT ASK PLEASE TO REOPEN A QUIZ – however, I will drop one quiz grade, your lowest quiz grade) – if you miss the deadline you will receive a zero for the quiz.

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). This is a team assignment with 4 or 5 students per team. Teams will be required to present their finding and prepare a 3 page analysis/brief. A specific 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. A separate team presentation matrix will also be used to evaluate the team presentation skills.

Weather Emergencies
If the College of Charleston closes and members of the community are evacuated due to inclement weather, students are responsible for taking course materials with them in order to continue with course assignments consistent with instructions provided by faculty. In cases of extended periods of institution-wide closure where students have relocated, instructors may articulate a plan that allows for supplemental academic engagement despite these circumstances.

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<tr>
<th>Operational Status</th>
<th>Guidelines/Responsivities</th>
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**Normal Operations**

Instruction continues to be delivered as normal and students are expected to continue with all course work, assignments, and be in attendance according to the course syllabus. Students who elect to depart early or delay their return are responsible for all missed work. Students should plan to take all course materials with them.

**Closure**

College is officially closed (formal announcement) and instruction is suspended. Students are responsible for taking all of their course materials with them and monitor email communication from faculty on how instruction will resume.

**Recovery/Preparation to Resume Normal Operations**

Course work could resume partially and/or gradually consistent with an articulated plan and instructions provided by the faculty. Students are expected to find internet access for email communication and access to course materials in OAKS.

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**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 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.

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

**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.

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**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.
# MGMT 325: Tentative Class Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Text/LearnSmart*</th>
<th>Assignment**</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>August 21 W</td>
<td>Introduction</td>
<td></td>
<td>Quiz 1</td>
</tr>
<tr>
<td>2</td>
<td>August 26</td>
<td>Environment of Int. B</td>
<td>Ch. 1, PDF</td>
<td>Quiz 2</td>
</tr>
<tr>
<td>3</td>
<td>September 2</td>
<td>Trade and Politics, Team Formation</td>
<td>Ch. 10</td>
<td>Quiz 3</td>
</tr>
<tr>
<td>4</td>
<td>September 9</td>
<td>Politics and Legal Environment (OL)</td>
<td>Ch. 2 &amp; 3</td>
<td>Team Contract, Quiz 4</td>
</tr>
<tr>
<td>5</td>
<td>September 16</td>
<td>Culture</td>
<td>Ch. 4, PDF</td>
<td>Quiz 5</td>
</tr>
<tr>
<td>6</td>
<td>September 23</td>
<td>Managing</td>
<td>Ch. 5&amp;6, PDF</td>
<td>Quiz 6</td>
</tr>
<tr>
<td>7</td>
<td>September 30</td>
<td>Introduction to cases/Case Analysis</td>
<td>PDF</td>
<td></td>
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<tr>
<td>8</td>
<td>October 7</td>
<td>Mini Case</td>
<td></td>
<td>Mini Case 1</td>
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<tr>
<td>9</td>
<td>October 14</td>
<td>Fall Break (no class)</td>
<td></td>
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<tr>
<td>10</td>
<td>October 21</td>
<td>Communications/Class Exercise</td>
<td>Ch. 7</td>
<td></td>
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<tr>
<td>11</td>
<td>October 28</td>
<td>Negotiations/ Managing Conflict</td>
<td>Ch. 7, PDF</td>
<td>Quiz 7</td>
</tr>
<tr>
<td>12</td>
<td>November 4</td>
<td>Multinational Strategy, Mini Case</td>
<td>Ch. 8, PDF</td>
<td>Quiz 8, Mini Case 2</td>
</tr>
<tr>
<td>13</td>
<td>November 11</td>
<td>Human Resources</td>
<td>Ch. 14, PDF</td>
<td>Quiz 9</td>
</tr>
<tr>
<td>14</td>
<td>November 18</td>
<td>Organizations</td>
<td>Ch. 9, PDF</td>
<td>Quiz 10</td>
</tr>
<tr>
<td>15</td>
<td>November 25</td>
<td>Leadership/Class Activity</td>
<td>Ch. 12/13, PDF</td>
<td>Quiz 11</td>
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<tr>
<td>16</td>
<td>December 2</td>
<td>Final Presentation</td>
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<td>Comprehensive case</td>
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<tr>
<td>16</td>
<td>December 9</td>
<td>Exam Block: Team/Course Evaluation</td>
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W: Wednesday class (class is held on Mondays except for the first week)

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

** Quizzes are due by Friday 11:59pm (EST) each week (no reminders will be sent to students)

OL: Online class only (I am attending a family wedding in Athens Greece that week)

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.