Professor: Dr. Franz W. Kellermanns

Course: MGMT 3275  
Time: Wednesday 2:00PM – 4:45PM

Room: DENNY 200

Office Hours:
Wednesday: 1:00PM at 206B Friday
Thursday (Center City). There are no dedicated faculty offices in the Center City Building, please contact me in advance to schedule an appointment.

Tel: (704) 687-1421
Fax: 704-687-1380
Email: kellermanns@uncc.edu


Course Objectives:

The purpose of this course is to provide students of International Business and Management with intensive exposure to the world of managing in the global environment. While the globalization of business has been taking place for centuries, the integration of economies, business and commerce presents large and complex challenges for new and experienced managers. This course addresses many of the issues of organization and management in the global context. The course takes a broad view of the manager as a decision maker. Through readings, cases, and projects, the student will experience many of the challenges of operating in a global environment, whether it is as a manager or executive in a domestic firm dealing with managers in a subsidiary or firm in another country, or as a subsidiary manager in another country.

This class is a seminar course. In general, a class will consist of three key components:
1. Review and discussion of the basic/theoretical issues related to the day’s topic.
2. An in-depth discussion of the case and/or readings.
3. Application of the key ideas to other companies/situations, often using recent examples.

I expect to incorporate in-class, group exercises on an ad-hoc basis. A general schedule of the topics to be covered in each class is provided in the course outline.
III. Course Information Guidelines

1. **Statement on Diversity.** The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

2. **Documented Disability.** Any student who feels s/he may need an accommodation based on the impact of a documented disability should contact me privately to discuss your specific needs.

3. **Severe Weather.** Students will be responsible for any academic work which they miss due to absences caused by severe weather conditions. It is the individual student's responsibility to take the initiative to make up any missed class work.

4. **Classroom expectations.** This syllabus contains the policies and expectations I have established for this section of MBAD 6194. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students. Students who fail to abide by these policies and expectations, risk losing the opportunity to participate further in the course.

5. **Orderly and productive classroom conduct.** I will conduct this class in an atmosphere of mutual respect. I encourage your active participation in class discussions. Each of us may have strongly differing opinions on the various topics of class discussions. The orderly questioning of the ideas of others, including mine, is welcome. However, I will exercise my responsibility to manage the discussions so that ideas and argument can proceed in an orderly fashion.

6. **Group Evaluation and Dismissal.** Every group member will have to rank the participation of the other group members. Unless the participation deviates significantly between group members, every member in the group will receive the same grade. If group members unanimously agree on a lower grade for an individual, I will drop the grade by at least two letter grades. If the group unanimously agrees to “fire” an individual for lack of participation, the individual will receive an F with no opportunity to make up the work in an individual or other group project. Teams are to submit a short statement describing work assignments and conditions of dismissal proposed for any non-cooperative team member.

7. **Academic integrity.** Cheating and disruptive behavior have significant consequences. All students are required to read and abide by the Code of Student Academic Integrity which governs student behavior relating to academic work. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Definitions and examples of plagiarism are set forth in the Code. The Code is available from the Dean of Students Office or online at: [http://www.legal.uncc.edu/policies/ps-105.html](http://www.legal.uncc.edu/policies/ps-105.html). All UNC Charlotte students are expected to be familiar with the Code and to conduct themselves in accord with these requirements. To clarify, any academic dishonesty can result in a grade of F for the course. Academic dishonesty also
pertains to violating the “rules” of this syllabus. Anyone violating this policy will receive an F for the course.

8. **Materials.** All materials submitted as part of course requirements become the property of the instructor. Students desiring to retain copies of their work should make such copies before turning in their materials.

9. **Faculty absence or tardiness.** If I am late in arriving to class, you must wait a full 15 minutes after the start of class before you may leave without being counted absent.

10. **Communication devices in classroom.** The use of cell phones, beepers, or other communication devices is disruptive, and is therefore prohibited during class. Except in emergencies, those using such devices must leave the classroom for the remainder of the class period.

11. **Computers in the classroom.** Students are permitted to use computers during class for note-taking and other class-related work only. Those using computers during class for work not related to that class must leave the classroom for the remainder of the class period and will be counted as absent for the class.

**Exams:**

Four exams will be given during the course. Two exams will count toward the final grade. Exam questions may be taken from class discussion, case materials and assigned textbook chapters. The exam can include multiple-choice, true-false, case analysis and/or essay questions.

**If the exam is missed, there will be no make-up exams, unless Student Affairs confirms that you had a valid reason to miss the exam. Failure to take three exam results in a failing grade.**

You will be able to reach 100 points on exams; the exam grade distribution will be as follows:

- **A:** 100-89.5%
- **B:** 89-79.5%
- **C:** 79-69.5%
- **D:** 69-59.5%
- **F:** 59- and below

**There will not be any exceptions to this policy.**

**Class Contribution:**

An important part of effective mastery of this subject is active involvement in class discussion of the assigned cases and readings. Additionally, your insight during class discussions aids others in the learning process. Demonstration of insight and understanding are strongly rewarded. Remember, you should always have sound reasoning behind your judgments and conclusions. Your grade in class participation will
be based on the quantity and quality of your participation. Please note that contributions are not equivalent to only attending class.

**Attendance:**

All students are encouraged to attend all classes, in order to be well prepared for the exams and to achieve high grades in class participation. Prompt arrival to each session will be appreciated. One missed class is allowed. **Failure to attend each subsequent class will cause a loss of 5% toward the final grade for every class missed.**

**Group Assignment and Formation**

**Group Formation**

Students are required to form groups of four to seven (depending on the total number of students enrolled) people for the group projects and other ad-hoc group assignments. Periodic ad-hoc, in-class assignments may also require group activity and informal presentations of group discussions. **Every group member will have to rank the participation of the other group members. Unless the participation deviates significantly between group members, every member in the group will receive the same grade. If group members unanimously agree on a lower grade for an individual, I will drop the grade by at least two letter grades.**

Group composition will remain stable during the entire semester. **If the group unanimously agrees to “fire” an individual for lack of participation, the individual will receive an F with no opportunity to make up the work in an individual or other group project.** Teams are to submit a short statement describing work assignments and conditions of dismissal proposed for any non-cooperative team member.

**Group Project Assignment 1:**

Pick a country of your choice and discuss cultural differences, business etiquette and other issues that you think might affect the way business is conducted in this country. The country has to be approved by me no later than 09/10. Prepare a brief 10 minute PowerPoint presentation.

**Group Project Assignment 2:**

Interview a multinational manager (either US manager who worked abroad, or foreign manager who is currently working here). Prepare a brief 10 minute PowerPoint presentation.

**Group Project Assignment 3:**

One of the limitations of the case method of instruction is that the case writers already do much of the data collection that is an important part of strategic analysis. To help students
have a more realistic experience about how strategic analyses are really done, student
groups are required gather information about this problem and develop a solution for this
strategic situation. Specifically, I want you to pick a company (identified and approved
no later than 09/16) and propose a plan on how the company should enter the new
country (same country that you discussed in Assignment 1). Prepare a PowerPoint
presentation outlining the suggested approach (30 minute presentation).

Your PowerPoint presentation (electronic copy and hard-copy need to be made available
to the instructor prior the presentations) should include:
1) History of the company, its management team, mission/vision of the firm, and the
company’s business model.
2) Current industry environment (domestic and country you want to enter), including
profitability assessment.
3) Competitor analysis in foreign country.
4) Resources and capabilities of needed in the foreign country.
5) How the product(s) will be sold in the foreign country (entry mode).
6) Governance (Organizational Structure).
7) Cooperative strategies (alliances, joint ventures) used (if applicable).
8) Identify important management issues that appear critically relevant within the
country.
9) Conclude your analysis and recommendations (potential time-line) and strategic goals
for going forward.

Do not select companies that are included within the cases used for this course or any
other course or companies you work for. Industry and company choices will be allowed
on a first come, first served basis.

**Grading of case discussion and the group assignment:** A simplified grading scheme
will be used as follows:

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Quality of Work</th>
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<tbody>
<tr>
<td>A</td>
<td>Not only complete comprehension, but also in some cases understanding beyond questions posed in case analysis.</td>
</tr>
<tr>
<td>A−</td>
<td>Solid understanding of questions and did not miss any issues.</td>
</tr>
<tr>
<td>B+</td>
<td>Solid understanding of questions but missed a few minor issues.</td>
</tr>
<tr>
<td>B</td>
<td>Solid understanding of questions but missed a number of minor issues or at least one major issue.</td>
</tr>
<tr>
<td>B−</td>
<td>Some understanding of questions but missed a number of minor issues and a few major issues.</td>
</tr>
<tr>
<td>Poor (C to F)</td>
<td>Little understanding of questions and missed a number of minor issues and a number of major issues.</td>
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</tbody>
</table>
Grade Compositions:

<table>
<thead>
<tr>
<th>Performance Criterion</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation:</td>
<td>10%</td>
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<tr>
<td>Exams (Best 3 out of 4, 16.66% each)</td>
<td>50%</td>
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<tr>
<td>Group Project 1</td>
<td>5%</td>
</tr>
<tr>
<td>Group Project 2</td>
<td>10%</td>
</tr>
<tr>
<td>Group Project 3</td>
<td>25%</td>
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</tbody>
</table>

Total: 100%

Final Course Grades:

Grades will be assigned for each of the performance criteria discussed above based upon the following straight scale. Final grades will be based upon the weighted average of all of the performance criteria, calculated at the end of the semester by multiplying the score of each performance criterion by its assigned weight.

- 90% and above = A
- 80 – 89.5% = B
- 70 – 79.5% = C
- 60 - 69.5% = D
- Below 60% = F
Schedule

Please note that this schedule may change due to adverse weather or other unanticipated events, and specific topic assignments may change due to class progress.

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Assignment Due</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>08/26</td>
<td>Course Introduction, Credit announcement</td>
</tr>
<tr>
<td>2</td>
<td>09/02</td>
<td>Chapter 1 &amp; Chapter 2</td>
</tr>
<tr>
<td>3</td>
<td>09/09</td>
<td>Chapter 3 &amp; Chapter 4</td>
</tr>
<tr>
<td>4</td>
<td>09/16</td>
<td>Exam 1</td>
</tr>
<tr>
<td>5</td>
<td>09/23</td>
<td>Chapter 5 – Presentation of Assignment 1</td>
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<tr>
<td>6</td>
<td>09/30</td>
<td>Chapter 6 Guest Speaker Brigitte Hartenstein - Steag</td>
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<td>7</td>
<td>10/07</td>
<td>Chapter 7</td>
</tr>
<tr>
<td>8</td>
<td>10/14</td>
<td>Chapter 13 – Guest Speaker Charles Napier - Daimler</td>
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<tr>
<td>9</td>
<td>10/21</td>
<td>Exam 2</td>
</tr>
<tr>
<td>10</td>
<td>10/28</td>
<td>Prepare Presentation – No Class</td>
</tr>
<tr>
<td>11</td>
<td>11/04</td>
<td>Presentation of Assignment 2 - Chapter 14</td>
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<tr>
<td>12</td>
<td>11/11</td>
<td>Chapter 15 &amp; 16</td>
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<tr>
<td>13</td>
<td>11/18</td>
<td>Presentation of Assignment 3</td>
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<tr>
<td>14</td>
<td>11/25</td>
<td>Thanksgiving Break</td>
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<tr>
<td>15</td>
<td>12/02</td>
<td>Presentation of Assignment 3</td>
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<tr>
<td>16</td>
<td>12/09</td>
<td>Exam 3</td>
</tr>
<tr>
<td>17</td>
<td>12/10</td>
<td>Final Exam</td>
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