International Management
MGMT 3275
Spring Semester 2014
Dr. Richard M. Conboy

**Required Text:** Transnational Management: Text, Cases, and Readings in Cross-Border Management. 7th Ed. Christopher A. Bartlett and Paul W. Beamish

**Suggested Readings:** Wall Street Journal, The Economist, Fortune, or Bloomberg/Business Week. Also Diane Rehm Show, (Friday News Roundup, NPR). Fareed Zakaria, GPS (CNN)

**Office:** 344B Friday, Belk College of Business, Department of Management, University of North Carolina Charlotte
**Phone:** +1 704-756-0110
**Email:** rmconboy@uncc.edu

**Course Description**
MGMT 3275. International Management. (3)
Prerequisites: MGMT 3140 and MGMT 3274 with grades of C or above, Senior standing. Preparation for effective management in a world characterized by intense international competition. Case studies, projects, and presentations assist students to apply concepts and theories.

**Course Purpose:** 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.

**Student Evaluation**

Students will complete two examinations covering text, readings and lecture material. The exams will include multiple choice, essay, and short answer types of questions. In addition, students will work in groups to complete a course project. Several homework assignments will be required including case analyses and reports on current events.
Grading:

Exams  50%
Group Project  25%
Homework  15%
Participation  10%

Case Analysis and Write-Ups

We will analyze and discuss a number of cases during the semester. Students will prepare the assigned case before coming to class. You will be provided questions to guide your written analysis for most of the cases. For each case, unless otherwise directed, you should respond to those questions and be prepared to hand in your responses as a homework assignment.

Attendance and Participation

It is important for all students to demonstrate engagement in the learning process. As a seminar course, the success of the course is based upon preparation for class by reading chapters and readings and preparing the case analyses. Your opportunity to demonstrate engagement and preparation is through your attendance and participation. No student should expect to get full credit for participation if more than two seventy-five minute classes are missed. Students missing more than four periods may lose all participation credit at the discretion of the instructor. At the same time, participation grades are much more than simple attendance.

Group Project

I will divide the class into groups of four to five. Each group will develop a project that focuses on the global operations of a major Multinational Enterprise. More detail will be discussed in class and a specification sheet will be provided.

Use of Electronics in Class

The use of cell phones, beepers, or other communication devices during class is inappropriate and should not be used. Please check your mail and messages before and after class. DISCIPLINE YOURSELF!

Students are permitted to use computers during class for note-taking and class reference ONLY. Resist the temptation to use your computer for surfing or checking your mail.

Leaving the Classroom

Students getting up and leaving the class during lectures and discussion has become an increasing problem in recent years and is not acceptable classroom behavior. It is distracting to the learning environment. I request, that unless you have an emergency that you not leave the classroom during the class. If you anticipate having to leave class early, please let me know before class begins.
The UNCC Code of Student Academic Integrity:

Students are reminded of the code of academic integrity stated in the college catalog and are expected to follow it. It reads as follows:

The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that Code as violating those standards:

A. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids, or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

B. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in any academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. Plagiarism. Intentionally or knowingly presenting the work or another as one's own (i.e., without proper acknowledgment of the source). The sole exception to the requirement of acknowledging is when the ideas, information, etc. is common knowledge.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

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.
Tentative Schedule of Topics

Jan. 8: Course Introduction. International Management as a capstone to International Business and as a field of study.

Jan. 13: International Business Diagnostics. What is your IQ (International Quotient)

Jan. 15: What is Globalization and how does it affect managers

Jan. 20: Martin Luther King Holiday, No classes

Jan. 22: Motivations to conduct business abroad
   Read B&B: Introduction and Chapter 1 (1-16)

Jan 27: Globalization and “Distance”

Jan. 29: Prepare B&B: C.1-1. “Sher-Wood Hockey Sticks: Global Sourcing”

Feb. 3: Political Economy

Feb. 5: Culture and Values
   Read B&B: R.2-1. “Culture and Organization”

Feb 10: Managing the Forces for Global Integration and Coordination
   Read B&B Chapter 2 (101-116)

Feb 12: Managing Forces for Local Differentiation and Responsiveness
   Forces for Worldwide Innovation and Learning
   Read B&B: R.2-2. “Clusters”

Feb 17: Strategies for MNEs
   Read B&B: Chapter 3 (208-223)

Feb 19: Prepare B&B: C.3.2. “United Cereal”

Feb 24: Prepare: B&B: C.3.3. “GE’s Imagination Breakthroughs”

Feb 26: Exam 1

Mar 3: Spring Break, No classes
Mar 5: Spring Break, No classes

Mar 10: Managing Organization Design and Structure for the MNE
   B&B: Chapter 4 (292-311)
Read B&B: R.4.3. “Matrix Management”

Mar 12: Prepare B&B: C.4-2. “ECCO”
  Read B&B: r.4-1. “Organizing for an Emerging World

Mar 17: Managing in Emerging Nations
  Read B&B: R.3-2. “Capturing the World’s Emerging Middle Class”

Mar 19: Innovation and Learning
  B&B. Chapter 5 (391-402)
  Read B&B: R.5-2. “How GE is Disrupting Itself”

Mar 24: Strategic Alliances and Cross Border Collaboration
  Joint Ventures and Negotiation
  B&B: Chapter 6 (477-493)


Mar 31: Management Roles and Leadership in the MNE
  B&B: Chapter 7 (558-571)

Apr 2: Management Roles and Leadership in the MNE (cont)
  Prepare B&B: C.6-3. “Eli Lilly in India”

Apr 7: TBA

Apr 9: TBA

Apr 14: Ethics in the Multi/Transnational Corporation
  B&B Chapter 8 (642-658)


Apr 21: Presentations
Apr 23: Presentations
Apr 28: Presentations

May 5: Final Exam