International Management
MGMT 3275-001
Spring Semester 2015
Dr. Richard M. Conboy


Recommended: Premium Supplemental Content for Luthans and Doh. Available online.

Suggested Readings: All students are expected to keep abreast of contemporary developments in global business. Some suggested sources include The Wall Street Journal, The Economist, Fortune, or Bloomberg/Business Week. Also on audio/podcasts: Diane Rehm Show, Friday International News Roundup on NPR or available as podcast. Fareed Zakaria, GPS on CNN (Sundays) or available as podcast delayed.

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Course Description
MGMT 3275. International Management. (3) Prerequisites: MGMT 3140 with grades of C or above. 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. The course also serves as a capstone course for students in the International Business major. As such IB students may have additional assignments and may be subject to a different grading scheme than other students.

Student Evaluation

Students will complete two examinations covering text, readings and lecture material. The exams will be multiple-choice and short answer. In addition, students will complete two projects, one as an individual and one in a group. Other group assignments will include a current event presentation and a case presentation. Several homework assignments will be required including case analyses and reports on current events.
Grading (Non IB Majors):

Exams 50%
Individual Project 15%
Group Project 20%
Group Case or Current 05%
Event presentation 10%

Grading (IB Majors):

Exams 50%
Individual Project 15%
Group Project 20%
Group Case or Current 05%
Event presentation
Capstone Major Project 10%

Exams

There will be two exams that will be drawn from the text and classroom material. ANY topic discussed in class is subject to inclusion on the exams so it is important that you attend class and take notes. The final exam will be comprehensive only to the extent that areas of overall poor student performance on the first exam are subject to reexamination on the final. I will point out to you areas of concern after the first exam.

Individual Project-Globalization Impact

As an individual you will prepare a short analysis of the impact of globalization on a country. You should include specific attention to some of the main forces associated with globalization (technology, trade and integration, offshoring and outsourcing, migration, transportation, environmental pollution) and the impact of these forces on different stakeholders (such as domestic companies, workers, farmers, indigenous cultures, and different demographic groups) within that country. You should draw implications of the issues and their impact on international management practice. This analysis should be in the form of a 5-7 page double-spaced paper with references both from the text and 3-4 outside sources. Due February 18

Group Project-Foreign Entry Strategy

Your group will prepare a report, including recommendations, for an actual company’s overall entry strategy into a foreign market. Your strategy should include attention to the social, political, cultural, and economic environment of the country you propose entering, the entry and organizational strategies the company should advance, including potential alliances with local...
firms, and a discussion of the ethical, negotiation, leadership, and management challenges associated with your recommendation. This analysis should integrate the readings and cases for the course in the context of the actions of a specific firm. This analysis will be approximately 15-20 double-spaced pages (with complete references). You will summarize your findings in a short 15-20 minute in class presentation. You will be evaluated on the quality of the paper (75%) and the quality of the presentation (25%). Due April 22.

Case or Current Event Project

Each group will also do either a case presentation or presentation of a current event. These presentations will form the basis for a significant amount of our class discussion, and all materials presented by students and enhanced through discussion will be subject to inclusion on the midterm and final exam. Odd numbered group will be assigned a case presentation from the text. Even numbered groups will present a current event of global business significance.

Whether you are presenting a case from the text or a current event, the power point slides must be posted on Moodle2 no later than 24 hours prior to the presentation. Very minor adjustments may be made in slides after that time, but they too must be posted. One-half of the grade for the presentation will be based upon the quality and timeliness of your slides. The remaining part will be based upon the content and quality of the in-class presentation. NOTE: It is not required that all students speak in the presentation. Since the groups will be rather large at six students, it may be not practical for each person to have a speaking part. The presentation will be a maximum of 15-20 minutes. In most cases, 15 minutes will probably be about right.

Each group for case or current event presentations must submit to the professor 4 multiple choice questions that could be used on an exam. The questions should not be obscure (What is the CEO’s name and age), but rather should test the main learning concepts from the case or current event. The questions are due the period immediately following the presentation and class discussion so that material from the class discussion can be included as part of the questions.

Some cases will be discussed in class without a group presentation. For all cases, whether presented or simply discussed, each group must submit via Moodle2 a group response to the questions provided at the end of the case. The submission is to be received prior to the class in which the case is discussed. Failure of a group to submit a response will adversely impact the Group Project grade.

Attendance and Participation

It is important for all students to demonstrate engagement in the learning process. The success of the course is based upon preparation for class by reading chapters, preparing the case analyses, and reviewing slides posted by your fellow students. 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.
Capstone Major Project (IB Majors Only)

MGMT 3275 serves as a capstone course for students majoring in International Business. As such, successful completion of the course requires students to prepare an additional project that demonstrates the student’s comprehension of major concepts in the discipline. It also allows the student to develop additional focus in an area of study.

IB students will develop a topic of the student’s choosing and write a research report or essay on that topic. The student should consult with the professor before beginning work. The topic may focus in a specific area such as Global Finance, Global Marketing, International Economics, or International Management. Or, it may be broader in nature and focus upon the general field of International Business. The project may be theory based (e.g., international trade), a commentary (e.g., the future of globalization), prescriptive (e.g., how a firm might best organize itself to manage a new foreign subsidiary or hedge against foreign exchange risk), or descriptive/analytical (e.g., how and why a MNC’s acquisition was a success or failure, or lessons learned from an actual new product introduction).

The project should be multiple sourced, and typically should be about 20 pages double spaced. The paper should endeavor to demonstrate both a breadth of knowledge (economics, finance, marketing, and management) as well as depth. While the student is not expected to address every discipline, evaluation of the project will be based upon the depth and breadth parameters. Also, the use of primary sources is encouraged. Interviews of practitioners are particularly useful. **Due April 8.**

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!** Put your phone in your backpack or pocket.

Students are permitted to use computers during class for note-taking and class reference ONLY. Do not 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 disrespectful to the professor and 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

Jan. 7: Course Introduction. International Management as a capstone to International Business and as a field of study for Management

Jan. 12: International Business Diagnostics. What is your IQ (International Quotient)

Read Chapter 1

Globalization and International Linkages

Jan 14: Motivations to conduct business abroad

What is Globalization and how does it affect managers

Jan 19: Martin Luther King Holiday, No Classes

Jan 21: The Political, Legal, and Technological Environment

Read: Chapter 2
Case: Case (Discussion): Dansko Puts Its Right Foot Forward

See the note in the section above on Case and Current Events Projects regarding the submission of responses to cases questions on Moodle 2).

Jan 26: Ethics and Social Responsibility
Read Chapter 3


Feb. 2: The Meanings and Dimensions of Culture

Read: Chapter 4
Current Event Presentation Group 2

Feb 4: Managing Across Culture

Read Chapter 5
Case (Discussion): Coca Cola in India

Feb 9: Organizational Culture and Diversity

Read Chapter 6
Case(s) (Student Group 3 Presentation): Euro Disneyland and Beyond
Feb 11: Current Event Presentation **Group 4**

Feb 16: Strategy Formulation and Implementation

Read Chapter 8

Feb 18: Case (Student **Group 5** Presentation): Can Sony Regain Its Innovative Edge? The OLED Project

**Individual Globalization Impact Projects Due at beginning of Class**

Feb 23: TBA

Feb 25: Exam 1

Mar 2-6: Spring Break, No classes

Mar 9: Entry Strategies and Organizational Structures

Read Chapter 9

Mar 11: Current Event Presentation **Group 6**

Case (Student **Group 7** Presentation): Can Sony Regain Its Innovative Edge? The OLED Project

Mar 16: Managing Political Risk, Government Relations, and Alliances

Read Chapter 10

Mar: 18: Case (Discussion): Google in China: Protecting Property and Rights

Mar 23: Management Decision and Control

Read Chapter 11

Current Event Presentation **Group 8**

Mar 25: Case (Discussion): The Ascendance of AirAsia: Building a Successful Budget Airline in Asia

Mar 30: Motivation Across Cultures

Read Chapter 12

Apr 1: Case (Discussion): The Road to Hell
Apr 6: Leadership Across Cultures

Read Chapter 13
Case (Student **Group 9 Presentation**): Chiquita’s Global Turnaround

Apr 8: Current Event Presentation **Group 10**

**IB Major Capstone Projects Due at Beginning of Class**

Apr 13: Group 3 and 4 Foreign Entry Presentations

Apr 15: Group 9 and 10 Foreign Entry Presentations

Apr 20: Group 7 and 8 Foreign Entry Presentations

Apr 22: Group 5 and 6 Foreign Entry Presentations

**Group Foreign Entry Projects Due at Beginning of Class**

Apr 27: Group 1 and 2 Foreign Entry Presentations

May 6: Final Exam