2017

MGMT 325-01 International Management

Mina Lee
leem1@xavier.edu

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The mission of the Williams College of Business (WCB) appears below:

“We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.”

The primary objective of this course is to provide you with a framework for understanding issues related to international management. It is about the experiences of firms from many countries as they come to grips with an increasingly competitive global environment.

This course includes understanding how the competitive position of a firm is devised based on analyzing the external environment, country-based sources of advantage and distinctive competencies and capabilities of the firm. This course emphasizes the differences in world culture, international negotiation, various ways to motivate international human resources, and how to develop a global management cadre. By doing so, I expect students to become a global citizen who is flexible enough to adopt diverse culture and customs while maintaining their identity and ethics. This course requires understanding issues relating to global strategy implementation. Thus, the stated objectives are consistent with the WCB’s mission statement.

Classroom activities will include presentation and discussion of theories, practices, case analyses, problem-solving activities, video discussions, and guest speaker visits.

DIVERSITY CURRICULUM REQUIREMENT GOAL

This course is part of the Xavier Core Curriculum, which aims to develop people of learning and reflection, integrity and achievement, in solidarity for and with others. It addresses the following core learning objectives at the introductory level:

4a: Students describe and examine the multifaceted character of society and how the inclusion of different perspectives can influence one’s worldview.

Students demonstrate an understanding of and provide examples of how complex social locations shape the life chances of diverse groups of people across the globe. In MGMT325 (International Management), students do this by reading cases, discussing global/local issues around the world, research about a region/country/company, and preparing a final report.

UNDERGRADUATE PROGRAM LEARNING GOALS – WILLIAMS COLLEGE OF BUSINESS
• Critical Thinking: Addressed by the course
Learning Goal: WCB graduates will be able to think logically, reason quantitatively, and utilize appropriate analytical techniques and technology when evaluating and making decisions.

   Corresponding Objectives:
   (1) WCB students will collect, evaluate and synthesize information to offer solutions and support decision making.
   (2) WCB students will evaluate and articulate implications of business decisions and their impact on organizational stakeholders, both individually and in teams.

• Ethics and Social Responsibility: Addressed by the course
Learning Goal: WCB graduates will be able to recognize ethical issues, discern moral implications of decision making, and be prepared, and willing, to serve as responsible and professional members of society.

   Corresponding Objectives:
   (1) WCB students will recognize ethical issues and their implications on personal and business decisions.
   (2) WCB students will demonstrate the skills necessary to analyze information and make informed, ethical decisions in complex, conflicting or ambiguous environments or situations.

• Effective Written and Oral Communication: Addressed by the course
Learning Goal: WCB graduates will be able to organize, support and communicate ideas clearly and effectively, employ multiple mediums of communication (e.g., written, oral and visual), and adapt communication to audience, context or purpose.

   Corresponding Objectives:
   (1) WCB students will produce business documents and reports demonstrating their ability to organize and communicate ideas clearly and professionally.
   (2) WCB students will make effective presentations, accompanied by the appropriate technology, demonstrating their ability to organize and communicate ideas clearly and professionally, both individually and in teams.

• Global Perspective and Cultural Diversity: Addressed by the course
Learning Goal: WCB graduates will appreciate the historical and cultural contexts of the world in which they live, demonstrate the competencies required for engaging in global business activities, and respect and value diverse peoples and perspectives.

   Corresponding Objectives:
   (1) WCB students will identify and contrast key attributes of countries' business environments.
   (2) WCB students will evaluate and integrate global economic, political, technological, environmental and societal issues into their decision making.
   (3) WCB students will integrate the concepts of respect, inclusiveness and valuing all persons into their decision making.

• Understanding and Application of Knowledge Across Business Disciplines: Addressed by the course
Learning Goal: WCB graduates will be able to evaluate business from an integrative and holistic point of view, leverage the synergies between functional business areas, and demonstrate college-level mastery of their chosen discipline.

   Corresponding Objectives:
   (1) WCB students will demonstrate the appropriate knowledge of accounting, economics, finance, management, management information systems, marketing, quantitative business analytics, international issues, and the legal and social environment of business.
   (2) WCB students will evaluate business problems from an integrative point of view, including diverse business functions, competition and external environment (social, political, economic, and environmental.)
   (3) WCB students will demonstrate college-level mastery of the body of knowledge and skills relative to their major.
• Personal and Professional Development: *Addressed by the course*
Learning Goal: WCB graduates will be well-prepared for their future careers and appreciate the importance of continuous professional development and life-long learning.

**Corresponding Objective:**
• WCB students will articulate career goals, prepare a professional resume, demonstrate behavior-based interviewing techniques and develop a professional network.

**GRADING**

Your evaluation is based upon the quality of your class attendance, group presentations, project, exams and individual reports. The percentage weight given to each component is:

1. **Exams:** 50%
   a. Exam 1: 15%
   b. Exam 2: 15%
   c. Final Exam: 20%

2. **Project:** 40%
   a. Paper 1: 5%
   b. Paper 2: 10%
   c. Paper 3: 10%
   d. Slides: 5%
   e. Presentation: 10%

3. **Attendance:** 10%
   a. An experiential game: 5%
   b. Regular attendance: 5%

**1. Exam 1, 2, 3: Individual. 50%**
   a. Exam 1: 15%
   b. Exam 2: 15%
   c. Final Exam: 20%

The exams will be consisting of questions covering text material. We will use both multiple choice questions and essay questions.

**2. Class Attendance: Individual. 10%**

a. An Experiential game: 5%

There is an experiential game from 10 a.m. to 12:30 p.m. on January 14 (Saturday), 2017. Each student is required to join in this game. The grading will be reflected on the attendance points.

If a student cannot attend the simulation game, the student can choose to do a case-write up. The case is “Walmart’s expansion in Africa”. Answer five questions in PC3-32. The length of the report should be more than three pages. The report will be graded. The grading will be reflected on the attendance points.

b. Regular attendance

The course objectives and format are centered on your preparation for and participation in class. Please treat this class as a *workshop* for honing your skills in issues concerning International management. Your class participation should demonstrate: (1) evidence of careful preparation of
cases and readings; (2) clarity and conciseness of your recommendations; and (3) strong and convincing analysis to support your recommendations.

You are allowed to miss two classes without penalty. Use them sparingly. If you miss more than three classes, you will receive a ‘D’ for attendance. If you miss more than six classes, you will receive a ‘F’ for the regular attendance.

There are exceptions for the above attendance policy: a medical emergency and court appearance. In case you have a medical emergency or court appearance, your attendance will be excused. You need to submit the medical document/legal document to the instructor to correct your attendance record. In case of medical emergency or court appearance, the instructor will give you a make-up assignment.

3. **Team Project: Group, 40%**

The grade for the country project presentation/report takes 40% of the total grade.

Your team (4 members) represents a consulting group. Your assignment is to analyze a client company, a host country, and its surrounding region. The report should be professionally prepared as if for a real consulting project.

The report should be double-spaced. Recommended length of the paper 1, 2 and 3 should be more than 1,500 words, respectively, not including the appendices. The border margins should be set at no less than one inch on all sides. The font should be **11 point, Times Roman**.

**PROJECT GUIDELINES**

- **Paper 1: Regional analysis of (a certain continent)**
- **Paper 2: Country analysis of (a certain country)**
- **Paper 3: Company analysis of (a certain company and its main rival)**

**Paper 1: Regional analysis of (a certain continent/region) or Industry analysis: 5%**
Regional analysis includes the description about a certain continent. In this report, you need to write down their overall culture, leading countries in the region, regional politics among countries, degree of regional integration, and market expansion opportunity in the region. Specifically, you can explain how a success in the specific country influence future successes in the region.

If you prefer to do an **industry analysis**, you should collect information on the characteristics that currently exist for your industry in the foreign country. Collect information on its competitors, its industrial supplier, consumers, substitutes, threat of entrants (Porter’s five forces). If there is any new trend in the industry, summarize it.

**Paper 2: Country analysis of (a certain country): 10%**
Country analysis includes Economic factors, Demographic factors, Technological factors, Political factors, legal factors, cultural factors, Infrastructure. Basic description of the country’s strengths and weaknesses, the major industries of a host country, location and transportation issues, labor issues, technology issues, easiness in doing business, potential of the market growth should be included.

**Paper 3: Company analysis of (a certain company and its main rival): 10%**
Briefly explain the current status of the company and its rival. You can discuss the stock price, revenue, and their recent products. If you have no idea how to do the company analysis, try SWOT first. Using 10K report, newspaper articles and other resources, discuss their current status, long-term and short-term problems, and future potential.
For each team, I provided questions to think about. These questions would be especially helpful to prepare paper 3.

Presentation slides: 5%
Use Microsoft Powerpoint file. Insert page numbers every page. Use graphs and visual aid. Make sure to include team members’ names, a company name, a submission date, and course/section number.

Note: Send your Powerpoint file and each report to the instructor via e-mail and upload the files via Canvas on the due date.

PRESENTATION: 10%

Presentation is 30 minutes long, not including questions and answers. Presentations that are either too short or too long will be penalized. Public speaking is a mandatory part of this course and ANYONE WHO DOES NOT PARTICIPATE IN GIVING THE PRESENTATION WILL RECEIVE A GRADE OF “F” FOR THE COURSE, NOT JUST FOR THE PRESENTATION. Following the presentation there will be a question-and-answer session with questions being posed by members of the class. Presentation grades will be based on the content of the presentation (depth, thoroughness, and detail) and presentation skill and quality (how effectively the material was presented and delivered).

The grade for the project will be determined using the following criteria:

a. Group project (content & structure of written report and oral presentation)

b. Intra group PEER EVALUATION (this is critical)

• SOURCES OF INFORMATION

Information for the project may be obtained from the Xavier Library, Public Library, the Greater Cincinnati Chamber of Commerce World Trade Division, and the U.S. Department of Commerce Regional Office.

Recommended sources:
1. Business Source complete
2. Euromonitor (passport GMID)
3. LexisNexis Academic
4. Mergent online
5. Capital IQ

CLASS ACTIVITIES AND ASSIGNMENTS

NO EXCUSES WILL BE ACCEPTED FOR LATE ASSIGNMENTS AND ALL LATE ASSIGNMENTS WILL RECEIVE A GRADE OF ZERO. Case write-up assignments are due at the BEGINNING OF CLASS. Send your report to the instructor VIA AN E-MAIL AS WELL AS CANVAS. If Xavier email does not work due to technical difficulties, you can submit using a hard copy. Other assignments may be done in class and no prior announcement will be made.

CLASSROOM COURTESY

Everyone is expected to be on time for class. Coming in late for class disruptions the flow of the class. As a common courtesy to everyone in the class, ALL CELL PHONES, PAGERS, AND OTHER ELECTRONIC DEVICES MUST BE TURNED OFF DURING CLASS TIME. You can use laptops for
note taking. But if you use laptops for other purposes, such as checking/writing emails, twittering,
updating facebook, browsing internet or playing games, you will not have the privilege to use your
laptop in my classroom. You will receive penalties in your participation score as well.

**EATING IS NOT ALLOWED DURING CLASS TIME.** It is expected that everyone will be
respectful of their fellow classmates. Interrupting speakers (whether the instructor or fellow students),
carrying on personal conversations, reading newspapers or other reading materials not related to this
course will not be tolerated. Such behavior shows a lack of respect for others and disrupts the class and
impedes the learning process.

**ACADEMIC MISCONDUCT**

All forms of cheating will result in an F for the course. In this class cheating includes
plagiarism other students (previous or current)). Plagiarism also includes write-ups (partial or full)
downloaded from the Internet. The academic policy of Xavier University will be enforced in this class.

**DISABILITIES**

It is my goal that this class be an accessible and welcoming experience for all students. If you are
a student with a disability who may have trouble participating or effectively demonstrating learning in
this course, contact me to arrange an appointment to share your Accommodation Letters from Disability
Services and to discuss your needs. Disability related information is confidential. If you have not
contacted Disability Services (located in the Learning Assistance Center) to arrange accommodations, I
courage you to do so by contacting Cassandra Jones, by phone at 513-745-3280, in person on the Fifth
Floor of the Conaton Learning Commons, Room 514, or via e-mail at jonesc20@xavier.edu as soon as
possible as accommodations are not retroactive.

To learn more about your rights, please visit
http://www2.ed.gov/about/offices/list/ocr/transition.html. To learn about Xavier University’s support
and policy for disabled students, visit http://www.xavier.edu/lac/student-disability-services.cfm.

**OFFICE OF STUDENT SUCCESS**

Location: 514 Conaton Learning Commons
Phone: 513-745-3036
Email: studentretention@xavier.edu

The Staff in the Office of Student Success is available to assist students to make the most of their
Xavier experience. Personal staff consultations, success coaching, referrals to on-campus Solution Centers,
and guiding students to effectively navigate their college experience are central to our work. Please visit
www.xavier.edu/student-success to learn more or visit us in the Conaton Learning Commons.

**COMMUNICATION**

Students are responsible to check their Xavier e-mail account and the Canvas site for this course
regularly. Any additional readings, changes in schedule, announcements, syllabus modification and
grading will be posted on the Canvas.

**GRADING SCALES**

Calculation of final course grade from test / group presentations / class attendance points. I
might grade on curve at my discretion, but will not automatically round your score.
<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum Score</th>
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<tbody>
<tr>
<td>A</td>
<td>93.4 and above out of 100%</td>
</tr>
<tr>
<td>A-</td>
<td>90.0-93.3</td>
</tr>
<tr>
<td>B+</td>
<td>86.7-89.9</td>
</tr>
<tr>
<td>B</td>
<td>83.4-86.6</td>
</tr>
<tr>
<td>B-</td>
<td>80.0-83.3</td>
</tr>
<tr>
<td>C+</td>
<td>76.6-79.9</td>
</tr>
<tr>
<td>C</td>
<td>73.4-76.6</td>
</tr>
<tr>
<td>C-</td>
<td>70.0-73.3</td>
</tr>
<tr>
<td>D+</td>
<td>66.7-69.9</td>
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<tr>
<td>D</td>
<td>63.4-66.6</td>
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<tr>
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<td>60.0-63.3</td>
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<tr>
<td>F</td>
<td>below 60</td>
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</tbody>
</table>

- The instructor reserves the rights make changes to the syllabus.

“By frequenting good company in every country, he himself becomes of every country; he is no longer an Englishman, a Frenchman, or an Italian; but he is an European; he adopts, respectively, the best manners of every country; and is a Frenchman at Paris, an Italian at Rome, an Englishman at London.”

Quote from Philip Dormer Stanhope (4th Earl of Chesterfield), *Lord Chesterfield’s letters: 1746-1771*