MGMT334
INTERNATIONAL MANAGEMENT – Spring 2016

Instructor: Betti Newburn BSN, MBA – TM, CGBP
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Class Days, Time and Location: Monday & Wednesday 3:00 – 4:15
Location: COBE 1209 January 11, 2016 – April 28, 2016
Office hours: upon request before class.

Requires Textbook: None – required readings are on the schedule with links to current online sources. You are responsible for pulling together business research, which is how the real world works. This is a transition class from academia to actual work related activities.

Current business readings from Fortune, Bloomberg Businessweek, Entrepreneur, Forbes or Inc. may be assigned. The Wall Street Journal, Financial Times and the Economist are highly recommended reading for business leaders (and students striving to become business leaders).

Course Description: INTERNATIONAL MANAGEMENT 334. The course addresses issues of managing multinational corporations, both American firms overseas and non-American firms in the U.S. Specifically, the course provides insights into structure, human resource management practices, managing motivation, communication, staffing and related issues

PREREQ: Admission to COBE, MGMT 301.

Note: This syllabus is subject to change based on the needs of the class.
Specifically, students will learn or practice the following COBE Core Curriculum concepts, methods and skills:

1.0 Understand and apply analytical and disciplinary concepts and methods related to business and economics
   - 1.1. Accounting
   - 1.2. Business Policy and Strategy
   - 1.3. Economics
   - 1.4. Finance
   - 1.6. International environment of business
   - 1.7. Legal environment of business
   - 1.8. Management
   - 1.9. Marketing
   - 1.10. Supply Chain Management

2.0 Communicate effectively.
   - 2.1. Write messages and documents that are clear, concise and compelling.
   - 2.2 Give oral presentations that use effective content, organization, and delivery

3.0 Problem Solving
   - 3.1 Solve problems, including instructional problems, related to business and economics.

4.0 Teamwork
   - 4.1 Use effective teamwork and collaborations skills
   - 4.2 Evaluate teammates and personal contribution to successful achievement of assigned projects and presentations.

5.0 Demonstrate appropriate principles of responsible business practices.
   - 5.1 Resolve issues related to CSR and ethical dilemmas
   - 5.2 Resolve issues related to leadership responsibility (Corporate Governance)
   - 5.3 Resolve issues related to environmental responsibility/sustainability
   - 5.4 Resolve issues related to cultural responsibilities

Course Objectives
1. Understand and assess the drivers and consequences of globalization, its impact on specific regions, and the emerging concerns about its influences on countries around the world
2. Compare and contrast different political, legal, and economic systems and technological forces and their impact on international management
3. Understand and appreciate the need for ethics and social responsibility in international management, and the growing pressures on firms to act in an ethically and socially responsible manner in their global business operations
4. Describe and apply the concept of “national culture” and, using the typologies of Hofstede and Trompenaars, explain how the culture of one group of people can be distinguished from that of another, and the implications of these differences for international management

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5. Explain and understand the challenges of managing across cultures
6. Understand the relationship between national culture and organizational culture, integrate those concepts within the context of international management decision-making, and appreciate the challenges of diversity in the modern work environment
7. Describe the challenges to and apply the most important elements of effective cross-cultural negotiation and communication
8. Integrate and apply the basic elements of international strategic management, including the pressures and cost/benefits of strategies that emphasize global integration versus local adaptation; describe the specialized strategies required for emerging economies and for international new ventures
9. Compare and contrast the modes of entry and the basic choices for organizing firms involved in international business and describe the conditions under which specific entry modes and organizational structure are most effective
10. Describe methods used to analyze and assess political risk and how MNCs apply those methods as they attempt to manage the level of political risk in developed and developing countries, appreciate the broader efforts firms make to manage their relations with host governments, and discuss the various options for managing alliances and joint ventures, especially those in which host governments are involved
11. Explain and apply the mechanisms for ensuring effective control and decision-making in international organizations
12. Understand the tools and techniques used to provide motivation and incentives for employees across cultures, including compensation, benefits, work teams, and other approaches
13. Understand the importance of leadership to international management, including the role of different leadership types and practices and the importance of entrepreneurial and ethical and socially responsible leadership
14. Understand and describe the practices for recruiting, selecting, training and deploying employees internationally, including the challenges of expatriate placement and repatriation

The following table, per Boise State University policy, outlines the grading scheme:

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<tr>
<th>Grade</th>
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<tr>
<td>A</td>
<td>93 - 100</td>
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<td>A-</td>
<td>90 – 92.99</td>
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<td>A+</td>
<td>87 – 89.99</td>
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<td>B+</td>
<td>83 – 86.99</td>
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<td>B</td>
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<td>D</td>
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<td>D-</td>
<td>57 – 59.99</td>
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<td>F</td>
<td>59 or Less</td>
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Course Requirements:

Attendance and Participation (15%). Punctuality and attendance at all sessions is required except in previously arranged cases/emergencies. All students are expected to participate actively in class discussion. This includes evidence of thorough prior preparation of course materials, engaging in exercises, etc.

Quizzes will only be given if the class demonstrates a lack of preparation, meaning reading the materials listed in the Syllabus including videos.

Note: This syllabus is subject to change based on the needs of the class.
In-class Participation: Generally, this portion of your grade will reflect your contribution to the discussions in class, your attendance, the participation that you provide to your fellow class members during their oral presentations, and your peer evaluations. If you are not present in the classroom, you cannot participate. The participation component of your grade is based on the quantity and, more importantly, the quality of your participation. High quality participation includes responding clearly and articulately to questions, volunteering relevant perspectives that engage others, showing respect to others, asking for clarification regarding read/discussed concepts, being concise, and avoiding distracting behaviors (such as noise from electronic devices, comments that are disrespectful to others, and chatting about topics unrelated to class). Please note that attending 100% of class sessions does not alone indicate a grade of 100% on the participation component of your grade.

Regional Presentations: Assigned region per team will be analyzed per format which will be provided in class. (Social demographics of region, technology status/issues, environmental considerations, economic status/issues (including currency stability), political/government situation along with current news that will impact business). Dividing the presentation amongst team members will be the most efficient means of analyzing and presenting your research. It is imperative to a successful presentation that each person be fully informed and that it comes across as a team presentation, not fragmented.

As referred to above, everything you do in class is a measure of the value you add to the class. Positive criteria includes attendance, being actively engaged in the lecture and/or class discussions, reading the assignments, asking relevant and thoughtful questions, responding appropriately when asked questions by the instructor, having meaningful questions prepared for the Q&A sessions, and initiating meaningful queries that lead to important class discussion.

There will be many guests who will bring real world perspectives. They will present for ~50 minutes and then open the floor to questions. Come prepared to ask questions related to the objectives for the week, I encourage you to take maximum advantage of the opportunity to get inside the mind of the global business professionals.

Negative criteria includes walking late into class after the instructor has started the session, multi-tasking by texting, e-mailing or reading your e-mails, reading other sites on the internet that have nothing to do with the class, going in and out of class during the class session, chatting with your neighbor while the instructor is talking, and leaving class early. The short message about the importance of class participation is as follows: Attendance is one required aspect of adding value to the class. You must engage in multiple other ways and your value-added contributions must be self-evidence. Attendance is taken on a regular basis.

Quizzes / Exams / Paper/ Presentation: There may be quizzes but only if you continue to demonstrate lack of preparation. There is no final exam. The Final Product will be a written analysis for a company to do business in a selected country and a presentation to their board outlining current issues and recommendations based on your research.

General Instructions for Writing Assignments: Your writing assignments for your project and the final major team project are due at the beginning of the class period (6:00 PM) they are listed on and should be turned in via SafeAssignment on Blackboard. Meeting timely deadlines is a
component of performance in the business environment. Late assignments, including those turned in after the midnight on the due date, are subject to a 15% penalty each calendar day (or portion of a calendar day) late up to 3 days late. If an assignment is turned in more than 3 days late, it will not be graded, thus receiving a zero.

Please assume personal responsibility for managing printer or other technology problems, travel, or other challenges you may encounter. If you know you are going to be absent, email me at bettinewburn@boisestate.edu before you miss class explaining your reason for missing class. Then, and only then, I will I accept your assignment via SafeAssignment on Blackboard; the rules for late penalties still apply. Any relevant rubrics and assignment documents are distributed via Blackboard.

**Short Writing Assignments:** I will provide specific details on these shorter writing assignments (sections of the final plan) during the semester. These writing assignments are team assignments. The only individual assignment will be the travel plan in Week 10. Details on assignments, rubrics and templates will be posted on Black Board.

**Major Team Project: A Major Paper on a Selected Company or Other Legal Entity:** Participation in a major Team Project is a requirement of this course. All students in the class are part of a team. Other assignments will lead up to the final project. Some assignments will have templates to assist you in formatting the content. All will have rubrics that help indicate the importance of each section of the paper. Please, indicate who wrote each section. While they are team papers I do not expect individuals on the team to fix poor work or supplement content for team members who are not carrying their load. Grades on team papers may not be identical based on team member evaluations due after each paper. The format will be posted on BlackBoard. Honest evaluations are expected and giving all high numbers without comments do not demonstrate critical thinking was a component of the exercise.

**Writing Format:** Clear and effective communication is a critical component of success in your personal life, undergraduate program, and professional career. Good ideas that are not communicated clearly, accurately, and succinctly, are often wasted ideas. Please follow the COBE Writing Styles Guide (WSG) for this course. See latest edition at: http://cobe.boisestate.edu/students/files/2015/08/COBE-WritingStylesGuide_APA-6th-Edition_August-2015-Edition.pdf. The WSG lays out basic writing standards that are used in many courses in COBE. Be aware that at least 15% of your grade for any writing assignment in this class will be based on meeting the standards in the WSG plus any specific amendments related to writing styles and formatting that I give you.

Assignments must be submitted as MSWORD documents. – no .pdf documents will be accepted. Rubrics MUST be included at the end of the document. Rubrics will be posted on BB for each written assignment.

Business students are expected to be proficient with MSOffice products whether using a Mac or Windows device. The Travel Plan may require tools other than Word.

**Possible Extra Credit:**

**Current Business Events:** In order to bring current examples of international issues and problems into the class discussion, each student has the opportunity to present on a current and relevant

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region-of-the-week business article in the print or digital media. The presentation, or report, should be from material read and reviewed within the scope of the current semester. The article(s) should highlight the business, economic or cultural issues facing a particular region.

Your oral report should include the following points:
1. A very brief review of the key facts of the story.
2. Identification and explanation of the key course concepts, tools, topics that this report relates to.
3. Your analysis/evaluation impact or of the effectiveness of this firm’s strategy with respect to the relevant topic.

You will also turn in a typed, one-half to one-page summary of your report. Be sure to attach a copy of the article and any other materials from which the report is drawn. You should be prepared to present, not read, a summary of your report if called upon to do so in class. You need to be precise and keep your comments to a 3 to 4 minute range. This assignment is for extra-credit only, and you may do up to three such presentations during the semester. Each report would be worth up to five (3) raw points. To receive full-credit, you must present in class, followed by a brief Q&A discussion.

Written summaries not orally presented in class are not acceptable for full credit; partial credit may be rewarded based on merits of the written summary. Limit of Current Business Strategies Reports: 1 to 3 per week at the discretion of the instructor. Notify us at the beginning of the class. If there are more than 3 presentations requested it will be first come first served but you may submit your written report for credit, if not presenting. If time permits, extra presentations may be done at the end of the evening session.

General Policies: Boise State University's Disability Resource Center Statement: Students with disabilities needing accommodations to fully participate in this class should contact the Disability Resource Center (DRC). All accommodations MUST be approved through the DRC. Please stop by our offices located inside the Lincoln Garage, right across from the Student Union Building or call 208-426-1583 to make an appointment with a disability coordinator. To learn more about the accommodation process, visit our website at http://drc.boisestate.edu.

Boise State University’s Academic Honesty Policy: All students are required to adhere to Boise State University’s Code of Conduct on academic dishonesty. Assignments that you submit must be your original work and cannot be used in other courses. Nor can you use significant portions of assignments completed for another course in this course. All work that you submit must show your own ideas and current understanding. Assignments you submit must be original and developed by you. You are welcome to get ideas from other sources; however, you must interpret such ideas significantly and cite your sources. Anything copied from another source must be indicated by appropriate quotation notations. Please refer to Student Code of Conduct Articles 2, 4, and 6 on Academic Dishonesty, Cheating, Classroom Misconduct, and Plagiarism.

Office of the Dean of Students: For further information related to student expectations, please see https://deanofstudents.boisestate.edu/ and click on Student Rights and Responsibilities. One of the most important statements in the Student Handbook is the Vision of the University:

As a result of our work, every Boise State student is more self-aware, community oriented and prepared to change the world.

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