MANSFIELD UNIVERSITY OF Pennsylvania
DEPARTMENT OF BUSINESS & ECONOMICS

MGT 3360-190, INTERNATIONAL MANAGEMENT
Online
3 Credit Hours
Fall 2013

Faculty Information

Instructor: Dr. Mahmoud A. Gaballa
Office Location: 115A, Simon B. Elliott Hall
Office Phone: 570-662-4513
Email: mgaballa@mansfield.edu
Office Hours: MO: 12:30 - 1:30 p.m.
TU: 12:00 - 2:00 p.m.
WE: 12:30 - 3:30 p.m.
TH: 1:00 - 3:00 p.m.
Or By Appointment

Method of Delivery

This course is 100% online utilizing the Mansfield University Desire2Learn. Students are required to use a computer that has been rebooted, not running other programs with D2L, virus free, and use one of the following browsers: Internet Explorer 9, Firefox or Safari.

Prerequisite

40 earned credits

Required Textbook

This textbook can be purchased from Mansfield University Bookstore (Telephone Number 570-662-4921), or any book vendor

Readings From The Popular Press

All Students are expected to keep abreast of contemporary developments in global business by reading the New York Times, Wall Street Journal, Washington Post, as well as
selectively reading various journals such as The Economist, Forbes, Fortune, Business Week, Foreign Affairs, Foreign Policy, and other relevant journals.

**Course Description**

This course is intended to provide students with global learning experiences so as to prepare them to manage in diverse cultures. This course familiarizes students with the critical issues of international management, such as sensitivities of cultural subtleties, approaches to leadership, decision making, motivation and control.

As the number of multinational and global corporations increases, so does the awareness of the critical management issues facing these corporations. Current and future managers are expected to have international exposure in management. The course focuses on the challenges and opportunities faced by multinational corporations and their managers. As cultural, political and economic differences persist, managers of multinational corporations must be able to develop a global mindset in order to effectively adjust and adapt to the challenging environment they face.

The course incorporates important emerging trends changed what the international manager face. The course adopts a balanced approach to understanding international management by emphasizing all the critical dimensions of culture, strategy and behavior. Topics include offshoring and outsourcing, ethics, social responsibility, sustainability, and the emergence of social media as a means of transacting business around the world.

Students will gain a general overview of the process and effect of internationalization in contemporary business, along with an introduction to theories, concepts and skills relevant to managing effectively in today’s global environment. The course underscores and reinforces the importance of understanding different culture, political and economic systems, and corporate management practices around the world.

Each section of the course will provide background primers and explanations of key management concepts and ideas. Using readings from the popular press students will engage in active research and analytical problem solving related to managing in the international environment.

**Course Rationale**

This course is committed to advancing and disseminating knowledge on international management. The course is justified on the strong belief that well-prepared and well-informed managers in the future will need to understand and appreciate the contexts of the global business environment and specific management challenges associated with it. The most successful managers will also understand the benefits to firm, governments, and society at large of ethical, productive, value-creating decisions taken by managers of private and public organizations throughout the world.

Cases and exercises in this course emphasize both established U.S and Western European multinational corporations and emerging giant multinational from China, India, Brazil, and South Africa. Country cases deal with diverse countries in order to assess the climate for doing business in these countries and whether it is supportive of foreign investment. Company cases and exercises pertain to companies in the world’s biggest as well emerging global powers.
After taking this course students will understand that successful multinational managers view the world as an integrated market where competition and collaboration emanate across borders. Students, as future managers will appreciate the cultural differences among different regions of the world and how to adapt managerial approaches, strategies, and operations. Student will appreciate how social institutions such as the economic system, polity, the education system, and religion plan an important role in any multinational business.

**Student Learning Outcomes (SLOs)**

Upon the completion of this course, through examinations, case analyses, homework assignments and class discussions, students should be able to:

1. Describe and explain the emerging field of international management particularly the behavioral and the strategic dimensions. And assess the causes and consequences of globalization on specific regions and countries. (Assessed by test 1, Country and Company Case Analyses and Discussion Assignments).

2. Compare and contrast different political, legal, and economic systems and technological forces and their impact on international management as well as explain the challenges of managing across cultures (Assessed by Test I, Test II, Country and Company Case Analyses, Article Reviews and Discussion Assignments).

3. Describe methods used to analyze and assess political risk, and appreciate the broader efforts firms make to manage their relations with host governments. (Assessed by Test II, Country and Company Cases Analyses, Article Reviews and Discussion Assignments).

4. Describe and practice the new ways of leadership, decision making, motivational and control relevant to transnational and multinational organizations. (Assessed by Test III, Country Company Case Analysis and Discussion Assignments)

5. Describe the practices for recruiting, selecting, training and deploying employees internationally, including the challenges of expatriate placement and repatriation. (Assessed by Test III, Country and Company Case Analyses, Article reviews, and Discussion Assignments)

The following table shows the relationship between Course Student Learning Outcomes (SLOs) and the Business & Economics Department program Student Learning Outcomes (SLO):
<table>
<thead>
<tr>
<th>Course SLOs</th>
<th>Business &amp; Economics Program SLOs</th>
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<tbody>
<tr>
<td>1, 2, 4, 5</td>
<td>BSBA-3 Identify and Analyze Ethical Considerations Related to Business Decisions</td>
</tr>
<tr>
<td>1, 3, 5</td>
<td>BSBA-2 Demonstrate Written Communication Skills</td>
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<tr>
<td>3, 4</td>
<td>BSBA-4 Apply Business Methods to Solving Problems and Making Decisions</td>
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<tr>
<td>1, 2, 3, 5</td>
<td>BSBA-5 Demonstrate Discipline Specific Skills</td>
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**Music Department Students**

Reference to Student Learning Outcomes for the Bachelor of Music with Elective Business Program - Management tracks

- Students will develop a coherent background in at least one area of business studies, chosen from the fields of 1) business administration, 2) management, or 3) marketing. Elective coursework in one of these three fields should conform to the requirements for a corresponding Business Department minor.

**Course Policy Participation and Announcements**

Participation is important indicator of attitude. By enrolling in this course, students are in effect, agreeing to do their best to contribute to the group learning experience. Therefore, students are expected to be involved in all class materials and assignments. Students will be required to actively participate in each Discussion Assignment (discussions of specific topics related to course themes, discussions of the Business Week opening cases in the text and You Be the International Consultant) assigned during the semester.

This online course requires students to be engaged in class activities throughout the semester. During the course of the semester, every Monday at 7:00 a.m. there will be an announcement. The weekly announcement will include readings and assignments for the week. In addition, special announcements will be posted regarding tests: dates and format. Each student enrolled in the online class has to read the announcements, do the required readings and submit the assignments by the due dates. **It is of utmost importance that students taking this online course to access Desire2Learn constantly during course of the semester and be closely aware of the required readings and assignments, and tests.**

The instructor will post lecture notes and supplementary materials (PowerPoint presentations) in the Content page.

All communications with the instructor should be conducted through the use of the following email address: mgaballa@mansfield.edu

A Forum called “general questions about the course” will be available in the Discussions page. This forum will be devoted to allow students to communicate among themselves and the instructor.

**Assessment and Academic Evaluation**

During the semester students will take three online examinations. Examinations include text, materials from lecture notes, discussions as well as Article reviews. Case analyses, exercises, article reviews and Discussions will be assigned in order to foster application of concepts highlighted in assigned readings. These require exploring up-to-date information using
business journals and exploring the worldwide web. In other words, this online course requires students to be actively engaged throughout the semester through the use of the Dropbox (cases and Article reviews) and Discussions (course theses, business week cases, and “You Be The International Management Consultant” exercises.

**Using the Dropbox page:**

The Dropbox page will be used to exchange files dealing with case analyses and journal reports. It is a tool that the instructor and students use to exchange files by uploading a file from a disk or a computer to a central location, in our case the Desire2Learn site. A student or instructor can then download the document onto her or his system. In other words the Dropbox page allows students and instructors to share files.

**Specific Country case analyses and Cases related to Multinational Corporations** will be assigned during the semester. These case analyses should be submitted by each student using the Dropbox page. Case analysis assignments give students an opportunity to apply concepts of international management. They also provide the students with the opportunity to engage in seeking up-to-date information relevant to the cases. This includes business journals and Internet exercises to explore the web for research topics.

Cases in management in general and international management in particular bring reality into the learning process. The countries, companies, and situations portrayed in these cases are real; examples include HSBC, Nike, Wal-Mart, Tata, Air Asia, Sony, Chiquita, Coca Cola and Microsoft.

Two types of cases will be used. Brief Integrative Cases typically explore a specific situation or challenge facing a decision maker or team of decision makers. Larger and more detailed “Indepth Integrative cases” provide a broader analysis of the challenges facing a multinational corporation. By reading and analyzing these cases, students can gain insights into challenges and opportunities faced by countries and Multinational Corporations in the complex global environment. For all cases, students are required to conduct additional research to determine recent developments because challenges and opportunities in the global environment are continuously changing. Cases in this course put a major emphasis on companies on which students could obtain additional updated information.

**Journal Article Review Assignments** involve issues from business periodicals and journals are necessary to keep students up-to-date on the evolving dynamics of latest developments of international management. Business publications such as Fortune, Business Week, Forbes, and The Wall Street Journal will keep students knowledgeable with contemporary international management issues and form a habit of business periodical readings. Dropbox assignments of this type of articles will be developed during the course of the semester. Students will be required to cover the following:

- The key problem: Why was the article written? What problems and challenges is decision maker or the organization as a whole facing? Who are the key decision makers? What their roles.

- Management actions: What managerial decisions and actions are taking place? Are they sufficient? Why or why not?
• Consequences for the company management: What does the future hold for the company, and for the industry? What is the company’s expected position in the competitive environment? How did the student benefit from reading this article?

Each student will be required to present her/his views on the readings to the Dropbox page.

**Internet Exercises** will be utilized to encourage students to use the internet to find information from websites of prominent Multinational Corporation to answer questions relevant to country and MNCs case analyses.

**Using The Discussions page:**

The Discussions page will be used for exercises called “**You Be The International Management Consultant.**” Each student will be required to participate by expressing her/his perspectives and commenting on other students opinions. The discussion page is a communication tool that can be used in a virtual classroom setting. It is similar to the chat, but is designed for asynchronous use, meaning students do not have to be available at the same time to have a conversation. Another feature of the discussion is that student conversations are logged and organized. Conversations are grouped into threads that contain a main posting and all related replies. Therefore, Discussion assignments are intended to solidify students understanding of reading materials. Discussion assignments “You Be The International Consultant” intended to stimulate thoughtful discussions of contemporary global issues and provide students with an opportunity to use concepts of international management to appreciate and deal with the challenges associated with managing across cultures and entering new global markets. The objective of discussion assignments is to expand coverage of certain topics, and encourage critical thinking. They examine how organizational management and business strategies in the global environment are constantly evolving in response to both technological changes and the needs of the society and business. Contemporary global business debates introduce students to controversial issues and encourage students to take a stand on these issues. Emerging trends illustrate new developments in international business and management. Each student is required to present her/his original perspective, read the perspectives of classmates, and post comments on these perspectives. The instructor will participate in each discussion by suggesting answers to critical thinking questions and critique students answers. The more participation and posting the better as this reinforces the group learning experience.

**Skill-Building and experiential exercises** will be used to motivate students toward the international management field. These exercises represent the various parts of the course: culture, strategy and behavior. They provide hand-on experiences.

**Criteria for academic evaluation**

The criteria used to determine your academic evaluation will be based on the following:

<table>
<thead>
<tr>
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<th>Points</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Exam I</td>
<td>100</td>
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<tr>
<td>Exam II</td>
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Exam III  
Case Analyses and Journal Article Reviews  
Discussions  

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(You Be The International Management Consultant, Skill Building and Experiential Exercises)

The date and time of the examinations and assignments will be posted as announcements every Monday morning.

Make-up exams are not allowed by this instructor. However, DOCUMENTED excuses because of illness and serious mitigating circumstances will be accepted. In these RARE situations make-up missed tests and/or assignments will be permitted at the discretion of the university.

Dr. Gaballa is the Instructor of Record for this course. Only the Instructor of Record may issue your course grade.

**How Exams will be conducted:**

There will be three online examinations. The exams will be based on chapters from the textbook, online lecture notes, and materials from the Discussion page. Students will be notified with examination dates, time allowed and format. The exams will have time constraint and will not be able to open the exam more than one time. Measures will be taken to secure the integrity of the exams and prevent students from printing and using copy/paste functions during the exam, as well as help students keeping net connection during the exam. Tests will be randomized and each student will have a different set of questions to be chosen from an extensive list of questions. Each page will contain only one question at a time. Students will be prevented from moving backwards through pages.

Students are required to use a computer that has been rebooted, not running other programs with D2L, virus free, and use one of the following browsers: Internet Explorer 9, Firefox or Safari.

**Grading Scale**

To determine your grade, I will total the points that you have accumulated on all of the exams, the assignments and discussions. The following grading scale will apply (based on the percentage):

- A = 93-100
- B- = 80-82
- D+ = 67-69
- A- = 90-92
- C+ = 77-79
- D = 63-66
- B+ = 87-89
- C = 73-76
- D- = 60-62
- B = 83-86
- C- = 70-72
- F = Below 60
Academic Integrity Policy

Students are expected to do their own academic work, and dishonesty in academic work in any of its forms, including cheating, academic misconduct, fabrication, plagiarism, is unacceptable. Faculties at Mansfield University are responsible for assessing and reporting all charges of academic dishonesty to the provost. Procedures faculty will use to initiate disciplinary action in cases of academic dishonesty are outlined in the PASSWORD.

Mansfield University Absence Policy & Procedure

If a student must miss a class due to documented illness or other excusable reasons, the student must:
- inform the faculty member that a written excuse is coming from a physician, coach or other authority prior to the absence if possible, but no later than the first class period after the excused absence.
- provide each faculty member with a copy of the signed excuse; (The original must be available for faculty review).
- make up missed graded assignments or exams as soon as possible as outlined by the faculty member.

In order to avoid prolonged delay of make-up of the work, a faculty member may, at her/his discretion, give the make-up work and hold it for grading until after the written excuse is received.

Mansfield University Policy for students who may have “exceptionalities”

Any students with documented psychological or learning disorders or other significant medical conditions that may affect their learning should work through Mr. William Chabala in our Counseling Center (Phone: 662-4798; email wchabala@mnsfld.edu) to provide me with the appropriate letter so that I may serve their particular needs more effectively. If you have an exceptionality that requires class or testing accommodations, Mr. Chabala will work with us to identify and implement appropriate interventions.

Student Consumer Rights and Responsibilities

The Higher Education Opportunity Act (Public Law 110-315) (HEOA) was enacted on August 14, 2008, and reauthorizes the Higher Education Act of 1965, as amended (the HEA). The HEOA (2008) requires colleges and universities to provide students with information necessary to make informed decisions concerning their educational experiences. Mansfield University strives to serve its students fairly and equitably. The following MU website provides an inclusive list by topic of student consumer rights and responsibilities. http://mansfield.edu/HEA/
Copyright

The University fully supports the Copyright Laws of the United States. Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to any original work in any tangible medium of expression. Images displayable on computer screens, computer software, music, books, magazines, journals, photographs, and articles are among items subject to copyright. A work need not be explicitly labeled with a copyright notice to be afforded copyright protection. For more information on Copyright please consult the Mansfield University Copyright Information website: http://mansfield.libguides.com/copyright
# Course Outline

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Readings/Assignments/Dropbox and Discussions</th>
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</thead>
</table>
| 1    | Introduction to International Management Globalization and International Linkages | Reading - Chapter 1  
Country Case: India, Page 32  
Company Case - Colgate’s Distasteful Toothpaste, Page 84  
Discussions - You Be the International Management Consultant: Here Comes the Competition, Page 33 |
| 2    | The Political, Legal and Technological Environment | Reading - Chapter 2  
Country Case: Vietnam, Page 58  
Company Case - Student Advocacy and “Sweatshop” Labor: The Case of Russell Athletic, Page 89  
Journal Review Report  
Discussions - You Be the International Management Consultant: A Chinese Venture, Page 59 |
| 3    | Ethics and Social Responsibility | Reading - Chapter 3  
Country Case - Saudi Arabia, Page 82  
Company Case - Advertising or Free Speech? The Case of Nike and Human Rights, Page 87  
Discussions - You Be the International Management Consultant: It Sounds Little Fishy, Page 83 |
| 4    | The Meaning and Dimensions of Culture | Reading - Chapter 4  
Country Case - South Africa, Page 136  
Company Case - Coca Cola in India, Page 232  
Journal Review Report  
Discussions - You Be the International Management Consultant: A Jumping-Off Place, Page 137  
Experiential Exercise - The Culture Quiz, Page 570 |
| 5    | Managing Across Cultures | Reading - Chapter 5  
Country Case - Mexico, Page 164  
Company Case - Euro Disneyland, Page 244  
Discussions - You Be the International Management Consultant: Beijing Here We Come! Page 165  
Experiential Exercise - Using Gung Ho to Understand Culture Differences, Page 575 |
| 6    | Organizational Culture and Diversity | Reading - Chapter 6  
Country Case - Japan, Page 190  
Company Case - Beyond Tokyo: Disney’s Expansion in Asia, Page 254  
Discussions - You Be the International Management Consultant: A Good-Faith Effort is Needed, Page 191 |
| 7    | Cross-Cultural Communication and Negotiation | Reading - Chapter 7  
Country Case - China, Page 230  
Company Case - Wal-Mart’s Global Strategies, Page 258  
Journal Review Report  
Discussions - You Be the International Management Consultant: Foreign or Domestic, Page 231 |
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Reading</th>
<th>Country Case</th>
<th>Company Case</th>
<th>Discussions</th>
<th>Journal Review Report</th>
<th>Experiential Exercise</th>
</tr>
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</table>
| 8       | Strategy Formulation and Implementation | Reading - Chapter 8  
Country Case - Poland, Page 300  
Discussions - You Be the International Management Consultant: Go East, Young People, Go East, Page 301 |  |  |  |  |  |
| 9       | Entry Strategies and Organizational Structures | Reading - Chapter 9  
Country Case - Australia, Page 334  
Company Case - Can Sony Regain Its Innovative Edge? Page 393  
Discussions - You Be the International Management Consultant: Getting In On the Ground Floor, Page 335  
Experiential Exercise - The International Cola Alliances, Page 580 |  |  |  |  |  |
| 10      | Managing Political Risk, Government Relations and Alliances | Reading - Chapter 10  
Country Case - Brazil, Page 358  
Company Case - Tata “Nano”: The People Car, Page 399  
Discussions - You Be the International Management Consultant: Rushing Into Russia, Page 359 |  |  |  |  |  |
| 11      | Management Decision and Control | Reading - Chapter 11  
Country Case - Denmark, Page 386  
Company Case - The Ascendance of Air Asia: Building a Successful Budget Airline in Asia, Page 408  
Discussions - You Be the International Management Consultant: Expansion Plans, Page 387 |  |  |  |  |  |
| 12      | Motivation Across Cultures | Reading - Chapter 12  
Country Case - Singapore, Page 452  
Company Case - HSBC in China, Page 544  
Discussions - You Be the International Management Consultant: Motivation Is the Key, Page 453 |  |  |  |  |  |
| 13      | Leadership Across Cultures | Reading - Chapter 13  
Country Case - Germany, Page 490  
Company Case - Chiquita’s Global Turnaround, Page 560  
Discussions - You Be the International Management Consultant: An Offer from Down Under, Page 491 |  |  |  |  |  |
| 14      | Human Resource Selection and Development Across Cultures | Reading – Chapter 14  
Country Case - Russia, Page 536  
Company Case - Nokia Targets the Base of the Pyramid (this case will be posted in D2L)  
Journal Review Report  
Discussions - You Be the International Management Consultant: A Selection Decision, Page 537  
Experiential Exercise - Whom to Hire, Page 584 |  |  |  |  |  |
| 15      | FINALS |  |  |  |  |  |