



**International Management Syllabus**  
**MGMT 3275 – Section 3275 – 001**  
**Spring Semester 2021**  
**Dr. Vijay K. Patel**

**Contact Information:**

**Office:** 251A Friday Building

**Office Hours:** Tue-Thurs 11.15 – 12.15 pm

By appointment. Please arrange times after classes and confirm by email. Professor will be available for brief discussions after class. Special times can be arranged. Please advise in writing with stated purpose of meeting.

**Phone:** 704-687-7607

**Email:** [vijay.patel@uncc.edu](mailto:vijay.patel@uncc.edu) - **please always provide your Course # and Section # when communicating. Email is preferred.**

**MGMT 3275 Schedule and Classroom assigned:**

Section 3275 - 001: Schedule: Tue-Thurs 10-11.15 am | Classroom: Online Classes

**Required Text:** International Management by Fred Luthans and Jonathan Doh. 10<sup>th</sup> edition. McGraw Hill, 2014. ISBN-13: 978-1259705076 ISBN-10: 1259705072 – etext recommended.

***Purchase of etext is recommended as available for accessibility since we will use this text frequently in class for team based participation and analysis. All students are strongly advised to make sure they purchase this edition. It has substantial contemporary information as reference. Importantly, it is indispensable for your midterm exams.***

You will need to purchase cases from Harvard Business Cases or other designated Case vendors. Course pack information will be provided. Cases will be chosen based on class interests and profile. You will also need to register for a simulation exercise as designated. Further instructions will be provided.

**CESIM Simulation Registration:**

Every student will need to subscribe to the CESIM simulation package. Preliminary information and resources are available at [CESIM.com](http://CESIM.com) – Global Challenge. You will be provided with a company registration code and further instructions by the professor. The CESIM simulation package is designed to provide ‘real life’ decision making and strategic challenges in the international context. When available, students find this an outstanding part of their learning and preparation for their careers. Teams of maximum 6 participants will be assigned on a random basis. ***Please understand teamwork is key and as in a***

*corporate environment your teams will be assigned by the supervisor. It is essential for you to learn and execute on the art of collaboration. High scoring teams consistently excel in the quality of teamwork and long term thinking. CESIM is very challenging. However, hard work, diligence, mutual support, and maturity always to exceptional results. We cannot emphasize this enough.*

**Suggested Readings and Resources:** All students are expected to stay abreast of contemporary developments and trends in global business. Some suggested sources include: Forbes, The Wall Street Journal, Financial Times, The Economist, Fortune, and Bloomberg/Business Week. Please make full use of all available articles/resources from social media content including YouTube and website resources from UNCC and other major universities around the globe e.g. IMEDE, LSE, Harvard, and Stanford. Additional materials will be posted for reference and study as needed.

**Course Description:**

MGMT 3275 - International Management. Prerequisites: MGMT 3140 with grades of C or above and please consult course catalog as syllabi requirements are updated. Preparation for effective management in a world characterized by major geopolitical and geoeconomic shifts, complex challenges, opportunities and intense international competition. Case studies, projects, simulations 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. Geopolitics and geoeconomics are undergoing unprecedented and complex shifts that can threaten corporations. This course addresses many of the cultural, economic and political issues of organization and management in the global context. For example, many large and small enterprises are dependent on access to foreign markets, resources and supply chains or sourcing of goods and services internationally. The ecommerce revolution implies there are no real borders. The course takes a broad view of the manager as a decision maker. Cultural awareness and sensitivity, a global mindset, and an overview of multilayered complexities in terms of CAGE – cultural, administrative/legal, geographic and economic factors will be covered. Through readings, cases, simulations and projects, the student will experience many of the challenges of operating in a global environment, whether 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. Special emphasis is placed on current international strategies of major MNCs such as Walmart, Starbucks, Honda and Toyota.

## **Learning Objectives:**

After completing MGMT 3275, students will:

- understand how to analyze the internal and external environments of international business organizations in order to identify opportunities, threats, strengths, and weaknesses;
- be able to apply problem-solving processes to business situations;
- be able to recognize, integrate, and synthesize frameworks from all business disciplines to solve problems;
- be aware of decision making and consequences under uncertainty and competitive conditions.
- understand the value of both tactical and longer-term strategic frameworks to support decision making and collaborative teamwork
- understand the roles played by stakeholders in various business situations.
- students will demonstrate knowledge of ethical, legal and social issues
- students will demonstrate knowledge of sustainability and social responsibility issues and their impact on decision making
- students will demonstrate knowledge of the external environment and its impact on business decisions.
- students will demonstrate the ability to apply economic concepts to global issues.
- students will demonstrate knowledge of the impact of cultural differences on business decision making.
- students will demonstrate knowledge of emerging markets and their role in the global market.
- students will demonstrate knowledge of the impact of globalization on markets and businesses.
- students will demonstrate the ability to use knowledge of the external environment in strategic decision making.

## **Course Objectives:**

- To view the organization from the top management position in the global context;
- To apply a process of strategic thinking to solve organizational problems in the global context;
- To develop skills in strategic analysis in the global context;
- To increase awareness of ethical implications of decision making;
- To integrate knowledge gained from earlier prerequisite courses;
- To develop skills for integrating the functional areas such as management, marketing, finance, and production;
- To serve as a core course for the various business disciplines taught in the business core.

## **Teamwork and Professionalism**

A major objective of this course is to develop student capabilities as managers and leaders.

Excellence in your organizations demands your ability to work harmoniously within teams and display outstanding professionalism in your ability to communicate, provide leadership/collaborative followership, and be constructive team players and problem solvers.

*Initiative and self-motivation to excel will earn you bonus points.* Class participation and projects are designed to help you practice and hone your managerial and organizational skills. The heavy emphasis on teamwork requires that peer evaluations are thorough and fair. We accomplish this by the team allocating contribution to project work by consensus. This provides training and

simulation of performance appraisal and feedback for staff development processes seen in all successful organizations - key skills indeed.

**Student Evaluation:**

Class participation is a key requirement. Students will be asked to demonstrate their grasp of concepts and frameworks for analysis in class. In addition, students will complete two examinations covering text, readings and lecture material. The exams will be multiple-choice and/or short answer. In addition, students will complete two projects in teams. Other group assignments may include a current event presentation and a specialized experiential exercise/case presentation. Several homework assignments will be required including case analyses and reports on current events. In general, all your work will be within assigned teams.

**Grading:**

Mid-term Exam 1	25%
Mid-term Exam 2	25%
Group Project 1	20%
Group Simulation Project 2	25%

Aggregate of:

Special projects and homework

Assignments:

Timely well-presented submissions plus

Participation and Professionalism –

Enthusiasm and initiative are important 5%

**Grading Scale:**

A:	90-100%
B:	80-89%
C:	70-79%
D:	60-69%
F:	< 60%

**Exams**

There will be two exams that will be drawn from the mainly from the textbook. Classroom material will help. ANY topic discussed in class is subject to inclusion on the exams so it is important that you attend class and take notes. Each exam will cover designated chapters. Students are expected to be familiar with all key concepts and practical applications in realistic contexts.

### **Special Project-Globalization Impact**

As groups you will prepare a short analysis of the impact of globalization on a country. This will be done through studies of country spotlights. 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.

### **Group Project/Case Analyses/Simulation -Foreign Entry and Expansion Strategies**

Your group will prepare a report, including recommendations, for an actual company's overall entry and expansion strategy into a foreign market, inbound to the USA or outbound using cases. 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 and appendices). You will summarize your findings in a short 10-15 minute in class presentation. You will be evaluated on the quality of the paper and the quality of the presentation.

### **Cases, Experiential Exercises or Current Event Projects**

Each group will have case presentations and/or presentation of experiential exercises and/or 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 prior to the presentation and *hard copies provided to the professor before class*. Grades for the presentation will be based upon the quality and timeliness of your slides and will also be based upon the content and quality of the in-class presentation. You will be provided with grading rubrics. NOTE: It is not advisable 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, however all team members will be expected to respond appropriately in the Q&A sessions. The presentation will be a maximum of 15-20 minutes. In most cases, 15 minutes will probably be about right.

### **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.

### **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.*

**International Management 3275**

**Section 3275 - 001**

**Spring 2021**

**Tentative Schedule – subject to adjustments**

*Always check Canvas for Announcements and Assignments. Canvas is the heart of the Class Communications Center – this is where you will find deadlines, instructions on assignments and tips. You must demonstrate compliance with instructions on submissions. Penalties may result for non-compliance.*

*Failure to regularly check Canvas postings will indicate lack of professionalism and may result in lost points. Please check with teammates and peers if you do not understand schedule or Canvas postings.*

*It does not reflect well on you to ask poorly thought out questions. If the question is important enough bring it up in class so we can clarify for everyone's benefit.*

*The Canvas Helpline is excellent – use it. For multiple file uploads or changes they will walk you through.*

**(Subject to adjustments and clarification as needed to accommodate holidays, class progress and pace, and feedback. Please always check Canvas announcements for updates)**

<b>Date</b>	<b>Lectures and Activity</b>	<b>Notes/Comments</b>
<b>Week 1 Week of Jan 18 Tue-Thurs Schedule</b>	First Class Day – January 20, 2021 Lecture 1 – Introduction and Chapter 1 Lecture 2 – Chapters 1&2 (cont.)  <i>CESIM Intro – mandatory registration for simulation by posted deadline on Canvas. You must register and pay for CESIM individually to receive a grade for your simulation exercise</i>  Remember reading assigned Chapters is a mandatory requirement. Read the Chapter summaries as a minimum. The material is valuable and class time can be more productive if you have read and discussed the Chapters beforehand with class buddies.  *Assigned Cases/Projects/Exercises will be discussed at Lecture end. Special sessions will be designated for Team Presentations. Details will be provided in Canvas announcements.	Generally, the last 20-30 minutes of a lecture will be devoted to experiential exercises, mini-cases or special topic discussions.  Key is to read and discuss assigned chapters/exercises in groups. This will allow meaningful class discussions. As a bonus you will be able to participate thoughtfully.  For CESIM schedules see your website information

<b>Week 2</b> <b>Week of Jan 25</b>	Chapter 3 & and Intro to CESIM Simulation (cont.) and schedule for simulation rounds set	
<b>Week 3</b> <b>Week of Feb 1</b>	Chapters 4 and class time for CESIM familiarization as teams and preparation for practice rounds. This is critical for good performance in the simulation so prepare well.  Please ensure you check the CESIM schedule in your simulation package for due dates and deadlines	
<b>Week 4</b> <b>Week of Feb 8</b> <b>Spring Recess</b>	<b>Spring Recess</b>	
<b>Week 5</b> <b>Week of Feb 15</b>	Chapters 5 & 6 CESIM Practice Round 1 due and discussion	
<b>Week 6</b> <b>Week of Feb 22</b>	Chap 6 (cont.) and 7 and Practice Round 2 due  Begin Case 1 – Preparation and individual team discussions  Class time devoted to preps and discussion	
<b>Week 7</b> <b>Week of Mar 1</b>	Draft Case Reports and Ppt due. Feedback sessions with professor and continue teamwork  <b>Midterm Exam 1 – Mar 4</b>	
<b>Week 8</b> <b>Week of Mar 8</b>	Chapter 8  <b>Case 1 – Final write-ups and Ppts due. Team Presentations</b>	
<b>Week 9</b> <b>Week of Mar 15</b>	<b>Final Presentations Case 1 (cont.)</b>	
<b>Week 10</b> <b>Week of Mar 22</b>	Chapter 9, 10 & 11	
<b>Week 11</b> <b>Week of Mar 29</b>	Chap 12 & 13	
<b>Week 12</b> <b>Week of Apr 5</b>	Chap 14  Draft presentations due and direct discussion by teams with professor – CESIM Debriefs	

<b>Week 13 Week of Apr 12</b>	Final presentations – CESIM Debriefs	
<b>Week 14 Week of Apr 19</b>	Final presentations – CESIM Debriefs  <b>Midterm Exam 2 - April 22</b>	
<b>Week 15 Week of Apr 26</b>	Starbucks Case – going global live case discussions Live Class Exercise – TBD – time permitting  Career discussions and Q&A	
<b>Week 16 Week of May 3</b>	May 5 – Last day of Classes  Final week of classes and formal exams begin  Final optional Exam/Lecture and career Q&A to be advised in class. Schedule as advised by Registrar (details to be discussed in class)  May 7 – Final Exams Begin	
<b>Week 17 Week of May 10</b>	Final Exam Schedule Continues	
<b>Week 18 Week of May 17</b>	Spring semester ends – grades due 5/17 12 pm	