MGMT 4810-M50 – International Management  
Spring 2016  
3 Credit Hours

Updated: 1/10/2016

Instructor: Laura Alderson  
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Office: 238 FCBE  
Office Hours: by appointment  
Skype: laura_alderon  
Course Management: Courseware  
http://elearn.memphis.edu

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Required Textbook
Hardcover Text or rent Kindle eTextbook version:  

Recommended Course Readings

Course Overview
This course examines the challenges facing managers that are competing in a dynamic and global business environment, by exploring political, legal, technological, competitive and cultural factors. This course focuses on intercultural issues related to work organizations and management in the global business environment. The study emphasizes *intercultural awareness*, *effective work performance*, and a *global perspective* of management, business, and careers. Aspects of *international human resource management* will receive special attention. Other topic areas include *communication, ethics, negotiation, leadership, and social responsibility* as viewed from an international perspective.
**Course Description:** “Introduction of management practices, concepts, and functions within the international and cultural environment; coverage of managing with the context of social, cultural, legal, economic, political, and technological constraints; topics covered include ethics and social responsibility, sustainability, cross-cultural decision making and negotiation, strategy, systems of operation, staffing global operations, organizational structures, and performance. PREREQUISITE: MGMT 3110, 3510.”

**Learning Objectives**
Upon completion of this course, students are expected to be able to:
1. Address concerns about Ethics and Corporate Social Responsibility (CSR) and Sustainability while operating in global contexts;
2. Understand the role culture and its impact on management styles;
3. Demonstrate an ability to develop multicultural awareness and cultural sensitivity;
4. Develop the skills necessary to design and implement effective global strategies;
5. Know the growing competitive influences of locations and technology;
6. Manage human resources operations in foreign subsidiaries;
7. Understand the global challenges that managers face;
8. Develop solutions to managerial issues.

**Location of Course Materials**
**eCourseware:** All course content files and tests can be found in eCourseware by logging into this course at [https://elearn.memphis.edu](https://elearn.memphis.edu)

**Academic Course Requirement**
The following minimum assignments for this course include:
1. Five Chapter Quizzes;
2. Three Discussion Posts synthesizing chapter concepts;
3. One Case study analysis;
4. Group audio presentation using appropriate technology and software;
5. Three Cultural Research activities demonstrating use of gathering, organizing, evaluating, and synthesizing information into report format using APA style documentation;
6. Peer evaluation and course reflective paper

**Fogelman College: Degree Learning Outcomes**
The Fogelman College of Business & Economics is accredited by AACSB (The Association to Advance Collegiate Schools of Business). As such, we are required to adhere to stated learning outcomes for our students. Learning outcomes for the BBA degree are reinforced in this class where relevant, and can be found at this link: [http://www.fcbeassessment.net/LearningOutcomes/BBADegreeLearningOutcomes.pdf](http://www.fcbeassessment.net/LearningOutcomes/BBADegreeLearningOutcomes.pdf)

Learning outcomes for the BBA degree program include:
- Graduates will be effective communicators
- Graduates will demonstrate critical thinking skills
- Graduates will be knowledgeable about ethical factors in the business environment
• Graduates will be knowledgeable about the global business environment  
• Graduates will be proficient users of business presentation and analysis technology  

Course Methodology  
This is an online course and much of the learning will be self-managed and self-paced. Everything will be done fully online and asynchronously. Mastery of assigned material will be determined primarily by student’s timely performance on required assignments including; discussion board responses, online audio presentation, research assignments, case studies, and online chapter tests.  

Course Topics  
International Environments Social Responsibility  
Sustainability Ethics  
Role of Cultures Communicating Across Cultures  
Cross-Cultural Negotiation Formulating & Implementing Strategies  
Motivating & Leading Management Development  
Global Staffing, Training, Compensation  

Professor’s Expectations  
In general, students should assist the instructor in creating a positive, supportive environment for learning by staying engaged in the course and actively participating in all online or face-to-face discussions. Student responsibilities include:  
• Logging into eCourseware at least three times a week for participation activities and obtaining course NEWS weekly updates;  
• Keeping up with deadlines through the course schedule in syllabus and eCourseware;  
• Carefully reading syllabus, assignment, and course content before asking instructor for clarification;  
• Promptly communicating with instructor for clarification on any course or personal matters;  
• Utilizing university-provided email account for communication in this course rather than eCourseware email;  
• Carefully proofreading all assignments, ensuring proper grammar, sentence structure, and accurate punctuation. If necessary, students should utilize free tutoring and writing help available through the University and completed well in advance of assignment due dates;  
• Treating all members of the course professionally with kindness and respect;  
• Adhering to the University’s Code of Student Rights and Responsibilities found in http://www.memphis.edu/studentconduct/studenthandbook.htm and the Fogelman College of Business & Economics Standards for Academic Integrity http://www.memphis.edu/fcbe/integrity/index.php. Cheating/Unethical acts/plagiarism/dishonest behavior of any form will NOT be tolerated by the Instructor.
**Students’ Expectations**

In my role as your instructor, there are certain things you can expect from me including: well-organized and engaging learning experience, response to emails or texts within the day unless otherwise notified, and timely feedback on all work submitted prior to the next due assignment. Additionally, it is my nature to treat all members of the course equally and with respect.

**Guidelines For Communication**

Instructor Contact: Please use laura.alderson@memphis.edu email as the primary means for contacting the Instructor. Texts are also welcome using 901.730.6637. If you wish to speak to the Instructor, please first email or text to set up a meeting either by phone, Skype, or face-to-face. Face-to-face meetings are during office hours in FCBE 238 during the fall and spring semesters.

The Instructor will make every attempt to respond to email or text inquiries within 24 hours during the work-week. Students will be notified when the Instructor is not available to meet the stated response time through class meeting, email, and in eCourseware news postings.

**Email Guidelines**

- Always include a subject line with specific concise topic and “4810—& section number”
- Remember without facial expressions some comments may be taken the wrong way thus, be careful of your words and tone
- Use standard fonts
- Do not send large attachments without permission
- Special formatting such as centering, audio messages, tables, html, etc. should be avoided
- Use proper and correct grammar, spelling, and sentence format
- Provide your full name in the close of the message!
- Students must use the UM email account

**Discussion Groups Guidelines**

- Review the discussion threads thoroughly before entering the discussion
- Try to maintain threads by using the “Reply” button rather than starting a new topic
- Be respectful of others by not making insulting or inflammatory statements
- Be cooperative with group leaders in completing assigned tasks
- Be positive, thoughtful, original, and constructive in-group discussions
- Respond to discussion assignments in a timely manner

**Technology and Software Requirements**

- Please use either Mozilla’s Firefox browser or Google’s Chrome browser for eCourseware.
• The minimum hardware requirements for eCourseware compatibility can be found at http://www.memphis.edu/univcoll/online/technical.php
• Students MUST have access to high speed Internet that is readily available.
• The software requirements are Microsoft Office Word, Adobe Acrobat Reader, and Microsoft PowerPoint. No other word processing software will be accepted. If you don’t have MS Word, then you can use free software from Microsoft’s OneDrive or save your documents as a rich text file (rtf).
• Students are strongly encouraged to backup their electronic files with the use of an 8MB or larger USB Flash Drive and a cloud storage website, such as UMDrive, Dropbox, or Google Drive.

**Technical Support**
For technical difficulties with eCourseware, first use the UMhelpdesk by filling out a form at: http://umhelpdesk.memphis.edu or calling 901.678.8888.

**Grading and Evaluation Criteria**
The final grade is determined by the number of points earned on 1) all required assignments, 2) tests, and 3) optional bonus activities. The total points earned will be divided by the total points possible for a final percentage. Grades will be posted in eCourseware and a final grade posted in MyMemphis portal. **NOTE:** There is no guarantee that the Instructor will round-up total points at the end of the semester. For example, if a student has an 89.99 average, then the course grade will be a “B.”

Students will be evaluated on the following:
- 90-100% of total points = A
- 80-89% of total points = B
- 70-79% of total points = C
- 60-69% of total points = D
- Below 60% of total points = F

**Assessed Activities**
Points earned on the assessed activities will be distributed as follows:

<table>
<thead>
<tr>
<th>Course Activities</th>
<th>Percentage</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tests (3 @ 30 points each)</td>
<td>23%</td>
<td>90</td>
</tr>
<tr>
<td>Optional Final to replace lowest Test</td>
<td></td>
<td>(30)</td>
</tr>
<tr>
<td>Assignments</td>
<td>77%</td>
<td>310</td>
</tr>
<tr>
<td><strong>Total Course Points</strong></td>
<td><strong>100%</strong></td>
<td><strong>400</strong></td>
</tr>
</tbody>
</table>

**Schedule of Activities**
Course assignments, activities, tests, and due dates are listed in the syllabus/course schedule location of the “Getting Started” module within eCourseware.
Final Exam Schedule
The final exam is to be taken within eCourseware in the “Quizzes” location. Please note that the final exam for this course is optional and if taken, will replace the lowest test grade, if the final exam grade is higher. Please see course schedule located in the “Getting Started” module within eCourseware for date window in which it should be taken.

Course Policies
Attendance
Students should login to the eCourseware system at least every other day. Attendance and participation in weekly course activities is necessary for course success! Assignments, discussion postings, quizzes, projects, possible team activities are a part of the normal course week therefore, students MUST spend time in eCourseware participating in these activities.

Course Absence
No Provision is made for making up assignments or tests except for University-approved reasons (University-sponsored trips, athletic events, or conferences) or for exceptional reasons approved by the Instructor. Those students who have extracurricular arrangements that will conflict with the course MUST make arrangements with the Instructor in advance before due dates of assignments and quizzes. Official documentation is required as proof. Note that the course is set up to allow for early submissions of assignments and completing tests within an open timeline window. Additionally, personal or work commitment conflicts are not excused absences. Please contact your Instructor immediately should you have unexpected situations arise.

Attendance reporting will be submitted to the University after the first two weeks of class during fall and spring semesters and within one week during summer semesters.

Reporting Illness or Absence
Students must immediately notify the instructor by email when needing to report an absence due to illness or in the case of another unexpected absence. Proper medical documentation will be required in cases of illness-related absences. Other documentation will be expected in other non-medical related absences.

Inclement Weather
Due dates for assignment and test may be adjusted when inclement weather persists. An announcement will be made by email and posted within eCourseware news area.

Adding/Dropping
Please see the registrar’s website for policies and dates for adding or dropping a class [http://www.memphis.edu/registrar/calendars/](http://www.memphis.edu/registrar/calendars/)

Academic Integrity
Students are expected to recognize and uphold standards of intellectual and academic integrity as set forth in the University of Memphis Code of Student Rights and Responsibilities. See: http://saweb.memphis.edu/judicialaffairs/.

Academic dishonesty of any sort will not be tolerated. Your Instructor will adhere to the University policies related to academic dishonesty. Dishonest acts related to academic work, include but are not limited to; using another student’s work as your own, plagiarizing, obtaining aid on quizzes/tests, taking quizzes/tests for others, having another person take your quizzes/tests, having unauthorized knowledge of quiz/test content, doing work for another student, falsification, and multiple submissions. If plagiarism occurs, the student, at minimum, may be subject to failure of the assignment and/or course. Further action could be taken, up to and including expulsion from the University. Plagiarism is the “intentional use of someone else’s exact words without quotation marks and appropriate credit or the use of someone else’s unique ideas without acknowledgment,” (Alred, G. et al. (2011). Handbook of Technical Writing. New York, NY: St. Martin’s Press.) See How to avoid plagiarism: http://vl.rodp.org/cite.htm

Turnitin Statement: “Your written work may be submitted to http://www.Turnitin.com, or a similar electronic detection method, for an evaluation of the originality of your ideas and proper use and attribution of sources. As part of this process, you WILL be required to submit your research work electronically and be given other instructions to follow. By taking this course, you agree that all assignments may undergo this review process and that the assignment may be included as a source document in Turnitin.com’s restricted access database solely for the purpose of detecting plagiarism in such documents. Any assignment not submitted according to the procedures given by the Instructor may be penalized or may not be accepted at all.” (University of Memphis, Office of Legal Counsel, October 17, 2005).

Extra Credit
There are a few extra credit/bonus assignment opportunities for this course located under the Assignments module and labeled “Bonus Assignments.” Please see detailed instructions for the bonus assignment opportunities and complete them as directed and by the due date. Note that bonus assignments are optional and not required.

Late Assignments/Tests
Only one late assignment is accepted for this course. All other assignments if late, will be given a 10% reduction penalty for each day late, and a "0" on the seventh day late. No provision is available for taking tests after the due dates. If a student must miss a test on the scheduled date, students MUST let the instructor know well in advance and must provide a valid reason for the absence (e.g., school sanctioned event, documented illness or hospitalization). Other reasons for absences will be evaluated on a case–by–case basis.

Syllabus Changes
The Instructor reserves the right to adjust the course schedule and due dates when necessary and will announce any changes ahead of time through eCourseware News section, by email, and/or announced in class.
Student Services
Please access the FCBE Student Services page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance

Resources, Education and Writing Assistance

APA format websites
http://www.apastyle.org/
https://owl.english.purdue.edu/owl/resource/560/01/ or
http://www.docstyles.com/apacrib.htm

Career Services
http://www.memphis.edu/careerservices/

Educational Support Program (ESP)
provides academic counseling, contact information is
http://www.memphis.edu/esp-supplemental.php

Professional Development Center Programs
http://www.memphis.edu/professional/index.php

The Business Learning Center
Room 256, FCBE, provides tutoring in accounting, statistics, finance, management, and marketing.

Writing assistance
Available in Patterson, Room 225 only. Contact number is 901.678.3912.

Tutoring
General tutoring (www.memphis.edu/tutoring)
Writing and online tutoring (www.memphis.edu/onlinetutoring)

University of Memphis plagiarism policy and helpful tutorials
UM Policy on Plagiarism
How To Avoid Plagiarism

Study efficiencies/time management
Mitchell Hall, Room 207
# Course Schedule

Note: See Specific Due Dates listed in eCourseware; Tentative Schedule is subject to change.

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Chapter /Topics</th>
<th>Activities/Assignments Due by 11:59 PM CST</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jan 19-24</td>
<td>Course Introduction</td>
<td>• Obtain textbook</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Review Navigation in eCourseware</td>
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<td></td>
<td>• Read Academic Integrity Policy, sign,</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Post on Discussion Board</td>
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<tr>
<td>2</td>
<td>Jan 25-31</td>
<td><strong>Chapter 1, Assessing the Environment:</strong> Political,</td>
<td>• Get to know Group Members by posting in</td>
</tr>
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<td></td>
<td></td>
<td>Economic, Legal, Technological</td>
<td>designated area</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Post Country Choice</td>
</tr>
<tr>
<td>3</td>
<td>Feb 1-7</td>
<td><strong>Chapter 2, Managing Interdependence:</strong> Social</td>
<td>• Post Social Responsibility Discussion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Responsibility, Ethics, Sustainability</td>
<td>• Take Quiz 1 (Ch1-2)</td>
</tr>
<tr>
<td>4</td>
<td>Feb 8-14</td>
<td><strong>Chapter 3, Understanding the Role of Culture</strong></td>
<td>• Upload Culture Research Choice form</td>
</tr>
<tr>
<td>5</td>
<td>Feb 15-21</td>
<td><strong>Chapter 4, Communicating Across Cultures</strong></td>
<td>• Take Quiz 2 (Ch3-4)</td>
</tr>
<tr>
<td>6</td>
<td>Feb 22-28</td>
<td><strong>Chapter 5, Cross-Cultural Negotiation &amp; Decision Making</strong></td>
<td>• Take Test 1 (Ch 1-4)</td>
</tr>
<tr>
<td>7</td>
<td>Feb 29-Mar 6</td>
<td><strong>Chapter 6, Formulating Strategy</strong></td>
<td>• Upload Assignment 1 in Dropbox</td>
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<td></td>
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<td></td>
<td>• Take Quiz 3 (Ch 5-6)</td>
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<td>8</td>
<td>Mar 7-13</td>
<td>Spring Break March 7-13</td>
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<tr>
<td>9</td>
<td>Mar 14-20</td>
<td><strong>Chapter 7, Implementing Strategy</strong></td>
<td>• Post Alex Tabarrok Discussion Post</td>
</tr>
<tr>
<td>10</td>
<td>Mar 21-27</td>
<td><strong>Chapter 9, Staffing, Training, &amp; Compensation for Global Operations</strong></td>
<td>• Upload Assignment 2 in Dropbox</td>
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<tr>
<td></td>
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<td></td>
<td>• Take Quiz 4 (Ch7&amp;9)</td>
</tr>
<tr>
<td>11</td>
<td>Mar 28-Apr 3</td>
<td><strong>Chapter 10, Developing a Global Management Cadre</strong></td>
<td>• Take Test 2 (Ch 5-7)</td>
</tr>
<tr>
<td>12</td>
<td>Apr 4-10</td>
<td><strong>Chapter 11, Motivating and Leading</strong></td>
<td>• Post Peter Eigen Discussion Post</td>
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<td></td>
<td></td>
<td></td>
<td>• Take Quiz 5 (Ch 10-11)</td>
</tr>
<tr>
<td>13</td>
<td>Apr 11-17</td>
<td>Work with Group Members</td>
<td>• Take Test 3 (Ch 9-11)</td>
</tr>
<tr>
<td>14</td>
<td>Apr 18-24</td>
<td>Work with Group Members</td>
<td>• Upload Assignment 3 in Dropbox</td>
</tr>
<tr>
<td>15</td>
<td>Apr 25-May 3</td>
<td>Group Audio Presentations</td>
<td>• Post URL Group Audio Presentation on Discussion Board</td>
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<td></td>
<td>• Take Optional Final Exam</td>
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<td>• Upload Reflective Paper</td>
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<td></td>
<td>• Upload Peer Evaluations</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Upload Optional Bonus Assignments</td>
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</tbody>
</table>