Course Syllabus
MGMT 4810-001 – International Management
Fall Semester, 2018
Monday & Wednesday, 12:40 – 2:05 PM, FCB 257
3 Credit Hours

Last updated: 8/27/2018

Instructor: Dr. Jayoung Kim
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Office: FCBE 247
Office Hours: MW 4:00 – 5:00 PM, TR 4:30 – 5:00 PM, or by appointment

Course Overview
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.

Required Texts

OR

eBook ISBN: 9780134379722

Recommended Reading
Location of Course Materials

eCourseware: All course content files can be found in eCourseware by logging into this course at http://elearn.memphis.edu

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 of culture and its impact on management styles;
3. demonstrate an ability to develop multicultural awareness and cultural sensitivity;
4. develop critical thinking skills necessary to design and implement effective global strategies;
5. understand the growing competitive influences of locations and technology;
6. understand the global challenges that managers face;
7. develop solutions to managerial issues; and
8. gain enhanced skills important in any career, including written communication, oral communication, teamwork, and critical thinking.

Course Topics

<table>
<thead>
<tr>
<th>Environmental Factors</th>
<th>Motivating and Leading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability</td>
<td>Communication Across Cultures</td>
</tr>
<tr>
<td>Managing in a Global Environment</td>
<td>Formulating and Implementing Strategy</td>
</tr>
<tr>
<td>Ethics and Social Responsibility</td>
<td>Management Development</td>
</tr>
<tr>
<td>Role of Cultures</td>
<td>Cross-Cultural Negotiation</td>
</tr>
<tr>
<td>Global Staffing, Training, Compensation</td>
<td></td>
</tr>
</tbody>
</table>

Fogelman College: Learning Outcomes for Your Degree

The Fogelman College of Business and Economics has established the following learning goals for all students successfully completing the BBA degree:

- 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.

BBA Program Outcomes (opens in new window)
Course Methodology

Classroom (Face-to-Face): This course meets face-to-face every Monday and Wednesday. In this course, students are expected to attend class for possible in-class team activities involving management role-play or scenario activities related to concepts covered in weekly chapters. Instructor lectures, guest lecturers, student-lead instruction, and multimedia clips may also be a part of course methodology.

Professor's Expectations

In general, students should assist the instructor in creating a positive, supportive environment for learning by being engaged in the course and actively participating in all online or face-to-face discussions. Student responsibilities include:

- Carefully reading the syllabus, assignments, and course content before asking the instructor for clarification;
- Promptly communicating with instructor for clarification on any course or personal matters;
- Keeping up with deadlines through the course schedule; Deadlines will not be extended under any circumstances so please plan ahead;
- Preparing for class sessions by doing assigned readings and bringing questions, ideas, or thoughts;
- Being on time for class and not walking out in the middle of a lecture;
- Not using cell phones, tablets, or other entertainment devices during class time;
- Not using laptop when it is unnecessary – It is a distraction not only to you but also to other students;
- 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’s Writing Center in McWherter Library and completed well in advance of assignment due dates;
- Treating all members of the course professionally and with kindness and respect;
- Adhering to the University’s Code of Student Rights and Responsibilities found in Student Conduct Handbook (opens in new window) and the Fogelman College of Business & Economics Standards for Academic Integrity http://www.memphis.edu/fcbe/students/integrity.php
- Cheating/Unethical acts/plagiarism/dishonest behavior of any form will NOT be tolerated by the instructor.

Student’s 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 within two business days, and feedback on all work submitted within 7-10 calendar days.
Email Guidelines

- Always include a subject line with specific concise topic and “MGMT 4810-001”
- 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 their UM email account

Technology and Software Requirements

- Please use Chrome or FireFox browsers for best experience for eCourseware. Internet Explorer must NOT be used at all.
- The minimum hardware requirements for eCourseware compatibility can be found at UM Technical Requirements for online courses (Opens in new window)
- 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 do not have MS Word, then you can use free software from Microsoft’s OneDrive, the University, or save your documents as a rich text file (rtf).
- Students are strongly encouraged to backup their electronic files using an 8MB or larger USB Flash Drive and a cloud storage website system, such as UMDrive, Dropbox, or Google Drive.

Technical Support

For technical difficulties with eCourseware, first use the UMhelpdesk by filling out a form at: UM Helpdesk (Opens in new window) 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) participation, and 3) exams. 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.”

1) Exams (20% x 2 = 40%)

Exams include two (2) multiple-choice tests at 50 points each. Exams will cover textbook, slides, cases, and other materials covered in class. Review session for each exam will be held. Please note that exams are not open book, and use of any materials including instructor solution
manuals, textbook test banks, instructor’s guides, textbooks, or Internet searches is a violation of the UM Academic Integrity Policy. Please plan accordingly.

Regardless of the reason for missing an in-class exam, there are “NO” make-ups in this course.

2) Team Case Analysis Presentation (10%)

Throughout the semester, five (5) case studies will be covered. Each case will be presented by two teams. On the second session (8/29), you will sign-up for a case that you would like to work on. Schedule for case presentations can be found in the course schedule below. On case presentation days, two teams will each deliver a 15-minute presentation. After the two presentations, Q & A for both teams and class discussion will follow. Each case presentation should be based on providing a brief summary of the case, conducting relevant analysis, identifying problems, proposing alternative solutions, and recommending solutions along with action plans.

Presenting teams should email a soft copy of the presentation slides to the Instructor by 5 pm on the day before the presentation day and submit a hard copy version to the Instructor in class.

3) Individual Case Notes (1.25% x 4 = 5%)

Students who are not presenting case analysis are responsible for reading cases and preparing for the class discussion. Each student will prepare four individual case notes. Case notes should include a brief summary (1-2 paragraphs) of the case and answers to the case discussion questions. Answers to the discussion questions need to be in sentences, not bullet points. As these case notes are for preparing class discussion, late submission after case presentations will not be allowed.

Format: Double-space, Times New Roman, 12 pts, and 1-inch standard margin
Due: The day before the assigned case presentation, 5 pm

4) Team Project (30%)

As a team (size will depend on the class size), students will create an imaginary domestic company and prepare a plan for going international. Teams will need to apply and integrate the topics covered throughout the semester to prepare for this project.

- Proposal (5%)
  Proposal will be your team’s initial plan. In your proposal, provide information on your company and the country that you chose to start your business. In addition to descriptive information, you should give reasons for deciding to go international and choosing the particular country.

  Format: Double-space, Times New Roman, 12pts, and 1-inch standard margin
  Due: 9/24 before class time (soft copy – eCourseware; hard copy – instructor)

- Paper (10%)
Building on your proposal, formulate appropriate strategy, prepare plans for implementing your strategy, decide your organizational structure and control system, and develop plans for human resources management. Questions that need to be addressed in your paper can be found in textbook p. IC-1.

Format: Double-space, Times New Roman, 12pts, and 1-inch standard margin; 15-20 pages
Due: 11/19 before class time (soft copy – eCourseware & hard copy – instructor)

- Presentation (15%)

At the end of the semester, all teams will be presenting the results of their team project. Each team will have 20 minutes, including time for questions and answers.

5) Attendance & Participation (10%)

Being in class is very important. Students are expected to come to all sessions. Attendance will be taken at the beginning of each session. If you are late, you will get only a half credit for the attendance. If you cannot come to class, you should let the instructor know before class and provide a proof for your absence. Absence for personal reasons (e.g., attending events, preparing for interviews, going on vacation trips) will not be considered as an excuse. Absence without a document will be count as an absence. One unexcused absence is allowed without penalty. For this one, you do not need to provide a proof but please let your instructor know.

Please note that this one unexcused absence cannot be used on exam days.

Students are expected to contribute (in terms of both quality and quantity) significantly to class discussion and activities to get credit for your participation. Just being present in class will not guarantee full participation grade.

6) Peer Evaluation (5%)

Students are expected to be good teammates and experience achievement as a team. Five percent of your grade will be based on how you performed as a team member. Everyone in your team (including yourself) will evaluate your contribution and work performed as a team member throughout the semester. Evaluation will be done in both quantitative and qualitative ways.

* APA Citations: Students are required to incorporate proper APA citation protocol for all written assignments and the presentation slides. Note that failure to properly cite sources is a plagiarism violation and will result in a “0” without allowance to redo or edit the assignments. Also see Academic Integrity within this syllabus.
Summary of Graded Activities

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

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams (2 @ 50 pts each)</td>
<td>40</td>
</tr>
<tr>
<td>Team Case Analysis Presentation</td>
<td>10</td>
</tr>
<tr>
<td>Individual Case Notes (1.25 x 4)</td>
<td>5</td>
</tr>
<tr>
<td>Team Project – Proposal</td>
<td>5</td>
</tr>
<tr>
<td>Team Project – Paper</td>
<td>10</td>
</tr>
<tr>
<td>Team Project – Presentation</td>
<td>15</td>
</tr>
<tr>
<td>Attendance &amp; Participation</td>
<td>10</td>
</tr>
<tr>
<td>Peer Evaluation</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Final Course Grades

Final course grades are earned according to the following table:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Assigned Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100 Points</td>
<td>A</td>
</tr>
<tr>
<td>80-89.9 Points</td>
<td>B</td>
</tr>
<tr>
<td>70-79.9 Points</td>
<td>C</td>
</tr>
<tr>
<td>60-69.9 Points</td>
<td>D</td>
</tr>
<tr>
<td>Under 60 Points</td>
<td>F</td>
</tr>
</tbody>
</table>

Final Exam Schedule

The final exam for this class will be scheduled according to the Registrar’s academic calendar website (opens in new window).

List and Schedule of Formal Assessed Activities

Course assignments, exams, and due dates are listed in the course schedule below. Additionally, due dates will be listed on the “Calendar” within eCourseware.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>M 8/27</td>
<td>Introduction and Overview</td>
<td></td>
<td>Pre-class Survey</td>
</tr>
<tr>
<td>W 8/29</td>
<td>Assessing the Environment</td>
<td>Chapter 1</td>
<td>Case Sign-up Team Formation</td>
</tr>
<tr>
<td>M 9/3</td>
<td>Labor Day (No class)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>W 9/5</td>
<td>Managing Interdependence</td>
<td>Chapter 2</td>
<td></td>
</tr>
<tr>
<td>M 9/10</td>
<td>Understanding the Role of Culture (1)</td>
<td>Chapter 3</td>
<td></td>
</tr>
<tr>
<td>W 9/12</td>
<td>Understanding the Role of Culture (2)</td>
<td>Chapter 3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Team Project Workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M 9/17</td>
<td>Case: Facebook</td>
<td>Case 1</td>
<td></td>
</tr>
<tr>
<td>W 9/19</td>
<td>Communicating Across Cultures (1)</td>
<td>Chapter 4</td>
<td></td>
</tr>
<tr>
<td>M 9/24</td>
<td>Communicating Across Cultures (2)</td>
<td>Chapter 4</td>
<td>Team Project Proposal Due</td>
</tr>
<tr>
<td>W 9/26</td>
<td>Ethics Role-Playing Case</td>
<td>Case 2</td>
<td>(Not case presentation)</td>
</tr>
<tr>
<td>M 10/1</td>
<td>Cross-Cultural Negotiation and Decision Making (1)</td>
<td>Chapter 5</td>
<td></td>
</tr>
<tr>
<td>W 10/3</td>
<td>Cross-Cultural Negotiation and Decision Making (2)</td>
<td>Chapter 5</td>
<td></td>
</tr>
<tr>
<td>M 10/8</td>
<td>Case: Haier Review for Mid-term Exam</td>
<td>Case 4</td>
<td></td>
</tr>
<tr>
<td>W 10/10</td>
<td>Mid-term Exam (Chapter 1-5)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M 10/15</td>
<td>Fall Break (No class)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>W 10/17</td>
<td>Formulating Strategy (1)</td>
<td>Chapter 6</td>
<td></td>
</tr>
<tr>
<td>M 10/22</td>
<td>Formulating Strategy (2)</td>
<td>Chapter 6</td>
<td></td>
</tr>
<tr>
<td>W 10/24</td>
<td>Implementing Strategy (1)</td>
<td>Chapter 7</td>
<td></td>
</tr>
<tr>
<td>M 10/29</td>
<td>Implementing Strategy (2)</td>
<td>Chapter 7</td>
<td></td>
</tr>
<tr>
<td>W 10/31</td>
<td>Organizational Structure and Control System</td>
<td>Chapter 8</td>
<td></td>
</tr>
<tr>
<td>M 11/5</td>
<td>Case: Alibaba versus Tencent</td>
<td>Case 5</td>
<td></td>
</tr>
<tr>
<td>W 11/7</td>
<td>Case: IKEA</td>
<td>Case 6</td>
<td></td>
</tr>
<tr>
<td>M 11/12</td>
<td>Case: Fiat Chrysler Automobiles</td>
<td>Case 8</td>
<td></td>
</tr>
<tr>
<td>W 11/14</td>
<td>Staffing, Training, and Compensation</td>
<td>Chapter 9</td>
<td></td>
</tr>
<tr>
<td>M 11/19</td>
<td>Motivating and Leading</td>
<td>Chapter 11</td>
<td>Team Project Paper Due</td>
</tr>
</tbody>
</table>
Course Policies

E-MAIL
All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email account. Any inability to receive incoming mail in a timely fashion (e.g., not regularly checking your email, having a “full mailbox” condition, etc.) is the student’s responsibility.

Attendance

Campus classes: Attendance is expected and will be recorded. Respect for the instructor and class members is required thus, class disruption either by arriving late or leaving early will NOT be tolerated.

Course Absence

NO PROVISION IS MADE FOR MAKING UP ASSIGNMENTS OR QUIZZES 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. Additionally, personal or work commitment conflicts are not excused absences. Official documentation is required as proof. 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.

Adding / Dropping
If you have questions about adding or dropping classes, please refer to this page on the [http://www.memphis.edu/registrar/students/selfserv/lookup-search.php](http://www.memphis.edu/registrar/students/selfserv/lookup-search.php)

Academic Integrity
The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should
your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Conduct website (opens in new window). If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College's Website on Academic Integrity (opens in new window).

Turnitin Statement

“Your written work [will be] submitted to [the Turnitin system in eCourseware], 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)

Classroom or Online Behavior

All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated. If you have any questions about online communication, you should review the Fogelman College’s Netiquette website (opens in new window).

Late Assignments

Assignments and projects may be submitted anytime up to and including the date due. Please review all information in this syllabus and related “Grading and Evaluation Criteria” and “Course Schedule” for all due dates for formally assessed work. Any late assignments will receive a 20% deduction penalty per day, with the fifth day receiving a “0.”

Extra Credit

There is no extra credit offered in this course. Your final grade will be computed based on your work on the formal/assessed activities previously described in this syllabus.

Reporting Illness or Absence

Due dates and deadlines have been established for each graded assignment. In this course, deadlines are taken very seriously. Please do not wait until the last day to submit assignments or to take quizzes and exams. If an emergency should arise, it is the student’s responsibility to contact the instructor prior to the deadline to discuss the matter. A deadline extension will be considered only if all of the following conditions are met:

(1) Extreme emergency and (2) Instructor contacted prior to the due date.
Inclement Weather

In the event that inclement weather requires the cancellation of classes at The University of Memphis, local radio and television media will be immediately notified. Additionally, The University of Memphis has established an Inclement Weather Hotline at 678-0888 as well as Live Safe App (download here: http://www.memphis.edu/police/pdf/uofm-livesafe-overview-letter.pdf) an emergency alert text messaging service to students, faculty and staff. This optional service is used in the event of an on-campus emergency, an unscheduled university closing, or a delay or cancellation of classes due to, for instance, inclement weather.

Syllabus Changes

The instructor reserves the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes both by individual email communication and posting both notification and nature of change(s) on the course bulletin board.

Student Services

Please access the FCBE Student Services (opens in new window) page for information about:

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

FCBE Academic Internship Credit: In FCBE, all majors offer an academic internship course option as a substitution for a required elective in a student’s major. To apply for academic credit, students must obtain an internship highly related to their major, register prior to the start of their internship and have their internship approved by departmental internship faculty. To review the requirements for applying for academic credit, visit http://www.memphis.edu/professional/internships/academic_credit.php Students should allow approximately two weeks for the review and processing of an academic internship application through the Fogelman Internship Network.