



UNIVERSITY OF LA VERNE

Course Syllabus

MGMT 451 **INTERNATIONAL MANAGEMENT**

4 Credit Hours

Course Dates: June 10 to August 18, 2013

Mode of Delivery: on-line

INSTRUCTOR: Omid E. Furutan, Ph.D.

OFFICE: CBPM Building #129

OFFICE HOURS: BY APPOINTMENT

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REQUIRED TEXTS AND MATERIALS

Ahlstrom, D. and Bruton, G., (2010). *International Management: Strategy and Culture in the Emerging World*, (1st ed). South-Western. Textbook ISBN-10: 0-324-40631-2

Access to a personal computer is required. All written assignments must be word processed

MGMT 451

INTERNATIONAL MANAGEMENT

This document provides an overview of the course foundation elements, assignments, schedules and activities. For information about general university policies, please see the University of La Verne catalog. If you have additional questions about the course, please contact me.

COURSE DESCRIPTION

Globalization of marketplace has pressured managers to develop skills necessary to manage effective cross-national businesses. Multi-national corporations often report that managing international operations is undermined by expatriates' ineffective management of inter-cultural negotiation, asset configuration, and lack of sensitivity to local government's demands, economic conditions, technological changes, and social trends. Moreover, managing international businesses has been influenced by e-commerce and information technology. This course provides students with full awareness of business firms as principle actors in a global system by integrating insights from global manager's environment, cultural context, and global human resource, managing social responsibilities in international markets, organizational structure and control, global alliances, and motivating and leading in multi-national corporations.

LEARNING OUTCOMES

Upon the successful completion of this course, you will be able to:

1. Explain the concepts of international business and global business.
2. Identify norms associated with strategic responses when firms deal with ethical challenges internationally.
3. Explain why understanding cultural differences are crucial for global business.
4. Identify factors that should be considered when firms participate in foreign direct investment (FDI) and what are the benefits and costs to host and home countries.
5. Identify ways a firm can acquire and neutralize location advantages.
6. Identify strategic responses firms can take to deal with foreign exchange movements.
7. Identify the benefits and costs of regional economic integrations and how they influence global business.
8. Describe different international strategies for entering foreign markets.
9. Compare and contrast first- and late-mover advantages.
10. Define alliances and acquisitions.
11. Describe the relationship between multinational strategy and structure.

EXPECTATIONS

- Review the syllabus and course schedule for each week's assignment(s).
- Read all assigned materials for each class session.

RECOMMENDED SUPPLEMENTARY RESOURCES

As a University of La Verne student, you have access to library resources. To access the resources necessary to complete your coursework and assignments, visit the Wilson Library website:

<http://www.ulv.edu/library/>.

Search the online databases for journal, magazine, and newspaper articles. Articles that are not available in full text in the library's collection can be requested from other libraries and delivered to you electronically. For additional help, visit the Wilson Library and consult with one of the library faculty.

ELECTRONIC RESOURCES

Barron's Online

<http://www.barrons.com>

BRINT- A Business Researcher's Interests

<http://www.brint.com>

Business Process Reengineering Online Learning Center

<http://www.prosci.com/index.htm>

Business Week Online

<http://www.businessweek.com>

Edge Online The small business solution source, an entrepreneurial magazine

<http://www.edgeonline.com>

EINet Galaxy: Business and Commerce (subject based list and a search tool)

<http://www.einet.net/galaxy/Business-and-Commerce.html>

Elements of Style (Principle requirements of plain English writing style)

<http://www.cc.columbia.edu/acis/bartleby/strunk/>

Harvard Business School Publishing (abstracts for HBR cases etc.)

<http://www.hbsp.harvard.edu/>

IAT Infobits (An electronic service of the institute for Academic Technology)

<http://www.iat.unc.edu/infobits/infobits.html>

International Association for Business and Society

<http://cac.psu.edu/~plc/iabs.html>

Management Archive (forum for management ideas and information)

<http://ursus.jun.alaska.edu>

SDWT Self Directed Work Team (Lots of good information on teams)

<http://users.ids.net/~brim/sdwth.html>

SHRM Online. The Society for Human Resource Management is the leading voice of human resource professionals. This site includes HR news online, HR bulletin boards, HR links, and HR Magazine.

<http://www.shrm.org>

Workforce Online (Web site for business leaders in HR. Includes library of articles on HR topics)

<http://www.workforceonline.com>

OVERVIEW OF COURSE ACTIVITIES AND GRADING

<i>Assignment</i>	<i>Percentage</i>
Discussion Forums (10 @ 2% each)	20
Quizzes (10 @ 4% each)	40
News Write-Up (3 @ 5% each)	15
Case Analysis	25
TOTAL	100

Please consult with me for guidance in determining your decimal grade.

EXPLANATION OF ASSIGNMENTS AND GRADING

BLACKBOARD DISCUSSION FORUMS

Participation is an essential aspect of business today. Highly interactive on-line discussions provide students with the following:

1. more personal, in depth understanding of the concepts,
2. experience applying concepts to real world problems;
3. a more pleasant course experience for both students and instructor.

There will be 10 discussion questions related to the readings assigned for the respective weeks. To participate, you must contribute to the on-line discussion forums by reading the material before participating. Each student will post one initial comment on each of the nine discussion questions by maximum **Thursday of that week**. **The definition of participation for this part is: thoughtful answers, responses, or comments of at least 300 words for each of the discussion questions or statements.**

In addition, each student must also post four different responses of at **least 150 words** to four different comments of other students on each of the nine discussion questions.”**The definition of participation for your responses to other students’ posts is: asking intelligent questions, answering questions of other participants, and/or leading discussions about current events and issues you may have read about or experienced related to the subject at hand. One or two sentences of agreements or disagreements will not count.**

Each discussion forum is open for only one week and all postings must be made between Mondays to Sundays. **Because students are required to comment on their classmates’ responses, all initial posts to the question posed for the respective week must be submitted by Thursday of that week.**

QUIZZES

There will be 10 quizzes related to the readings assigned for the respective weeks. Students will have access to the quizzes on a weekly basis, and they are to be completed on a timely basis as you complete your readings for the week. **The quizzes must be completed within the due dates and in Blackboard only. Once you launch the quiz it must be completed within that attempt.** Do not e-mail or fax me your answers. The quizzes are multiple and true/false choices.

It is important that you complete the quizzes, save them, and print them for future study. I will randomly select from these multiple and true/false choices for inclusion in your final exams. There are, therefore, no surprises!

NEWS WRITE-UPS

Each student will post 3 News Write Ups on the Discussion Board of the Blackboard. News Write Up is a short (about 500 words double spaced) description of a current event (no more than 1 month old) related to the topics of the course. It should contain the following:

- 1) Very brief description of the event or the news (about 150 words)
- 2) Its connection to a specific topic of IM (about 150 words)
- 3) How can others benefit and/or learn from it (about 200 words)
- 4) Provide the source of the article and/or its Internet link

You must write the News Write-Up directly on Blackboard following the above format. Label and bold each section heading. **Do not** attach a document for your News Write-Up.

Dates due are as follows: **1st Write Up by June 23rd**
 2nd Write Up by July 14th
 3rd Write Up by August 4th

CASE ANALYSIS:

The purpose of a case analysis assignment is to provide you with an opportunity to apply concepts from class to real-world situations. Your case analysis should be brief and concise, no more than four to six typed pages, double spaced, plus a title page and a reference page. Please be sure to incorporate theories or concepts from class or other readings and reference them appropriately.

You are encouraged to use an outline format (i.e. use headings) that helps you succinctly present your analysis and recommendations. Your case analysis should follow the model described below:

- Read the case thoroughly in 1-2 readings.
- Reread the case and begin your written analysis using the following format and/or headings:
- Synopsis of the Situation: Write a synopsis that describes the background information about the case, an overview of the case.
- Key Issues: Define the key issues/factors in terms of international business/management and the roles of the Key Players. You should include only those issues that impact the identified problem.
- Define the Problem. Identify one key problem. While there may be several problems and a multitude of symptoms, attempt to identify one problem, the resolution of which would alleviate most of the symptoms found in the case. The problem can frequently be defined around one of the key factors of marketing, target market, environment, or marketing mix elements (product, price, promotion, or distribution).
- Alternative Solutions. Develop two or more alternative solutions to the defined problem. This should not be a laundry list of actions one could take to address every symptom, but alternative actions that could correct the problem at hand. Identify the pros and cons of implementing each alternative.
- Selected Solution to the Problem: Select one of the alternatives and explain why it would be best. Most of this work is already done if the alternative solutions clearly point out advantages and disadvantages to each. Additional study or research can be a part of the recommendation, but should not be the primary solution. Your job is to identify an action, not put off action.

- Expected Results and Rationale for the solution: Detail your conclusions and recommendations with supporting rationale including concepts from the text or other sources. Relate how you would have handled situations, problems and people. Write a clear and concise conclusion. Cite sources to substantiate what you say.
- Positive and Negative Results: Describe expected positive results. Identify possible negative results of successful implementation of the solution. In other words, what are the negative consequences of success. We all know failure is a possibility, but what do you need to be prepared for if you are successful?

Grading Criteria for the Case Study

Case Overview	10%
Problem Definition	20%
Alternative Solutions	35%
Recommendations	35%
TOTAL	100%

DUE DATE: AUGUST 11TH

Late Submissions

Only in the most extreme emergencies will students be allowed to miss an examination or delay the submission of an assignment. Where possible, the instructor should be informed beforehand. For all other cases, the student will receive a one-letter downgrade for the assignment. **After a week, no grade will be given.**

Incompletes

An Incomplete is not given automatically or lightly. Anyone requesting an incomplete will have to do so in writing and will be considered only if:

- At least 50 percent of course activity have been completed;
- The student is at least pulling a minimum B grade;
- No points will be given for missing participation in the Discussion Forums and quizzes.

Academic Honesty

Your attention is called to the section of the University of La Verne Catalog entitled "Academic Honesty" (2011-2012 Catalog).

Any student found to be violating this section of the catalog will be given a grade of **ZERO** for the assignment in question. Repeat offenders (including other courses) will get an "F" for this course. There is a "no tolerance" standard in this course for academic dishonesty.

Each student is responsible for performing academic tasks in such a way that honesty is not in question. Unless an exception is specifically defined by an instructor, students are expected to maintain the following standards of integrity:

- All examinations, term papers, oral and written assignments, and recitations are to be the work of the student presenting the material.
- Any use of wording, ideas, or findings of other persons, writers, or researchers requires the explicit citation of the course; use of the exact wording requires a "quotation" format. (University of La Verne Catalog, 2011-12)

COURSE SCHEDULE

The following schedule of activities has been provided as a general guide to the course. I may elect to adjust the outline to meet the unique needs of the class.

WEEK	DATE	TOPIC AND ASSIGNMENT	READINGS
1	June 10 – 16 Due:	<i>Introduction to International Management</i> Quiz 1	Chapter 1
2	June 17 – 23 Due:	<i>Culture and International Management</i> Quiz 2 <i>News Write-Up 1</i>	Chapter 2
3	June 24 – 30 Due:	<i>The Economic, Legal, and Political Environment</i> Quiz 3	Chapter 3
4	July 1 – 7 Due:	<i>Strategy Fundamentals and Corporate Strategy</i> Quiz 4	Chapter 4
5	July 8 – 14 Due:	<i>Business and Functional Level Strategy</i> Quiz 5 <i>News Write-Up 2</i>	Chapter 5
6	July 15 – 21 Due:	<i>International Market Entry</i> Quiz 6	Chapter 6
7	July 22 – 28 Due:	<i>Motivation</i> Quiz 7	Chapter 7
8	July 29 – August 4 Due:	<i>Leadership</i> Quiz 8 <i>News Write-Up 3</i>	Chapter 8
9	August 5 – 11 Due:	<i>Human Resources Management</i> Quiz 9 <i>Case Analysis Due</i>	Chapter 12
10	August 12 – 18 Due:	<i>The Structure of the International Firm</i> Quiz 10	Chapter 13