INTERNATIONAL MANAGEMENT
MGMT 5660, FALL 2017

INSTRUCTOR:  Dr. Derrick D’Souza, Professor of Management
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OFFICE HOUR:  Tuesday & Thursday:  10:00 am – 2:00 pm

CATALOG COURSE DESCRIPTION AND COURSE OBJECTIVES

This course is designed to expose the student to the international aspects of management. Issues covered in the course include cultural differences in management application, management of multinational corporations and the integration of domestic business functions and international operations.

An Important Caveat: This course should NOT be viewed as a “correspondence course.” Unlike a correspondence course that can be very open-ended, this course has project/assignment completion deadlines that must be met; it has a standardized process that must be followed; and it has scheduled times and specified “windows” for taking exams. Consider it, if you will, to be a face-to-face class taken at a location that is convenient to you!

REQUIRED TEXT


PERFORMANCE EVALUATION

Points Distribution:

• Discussion Forums 300 points
• Team Project 300 points
  Part-1 of Team Project Report: 100 points
  Part-2 of Team Project Report: 100 points
  Compiled Final Report: 100 points
• Examinations 400 points
  Mid-term Exam: 200 points
  Final Exam: 200 points

Maximum Points 1000 points

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International Management (MGMT 5660)
Dr. Derrick D’Souza, COB, Univ. of North Texas, Denton Texas 76203

1
Letter Grade Equivalent

<table>
<thead>
<tr>
<th>Cumulative Points</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>900 to 1000 points</td>
<td>A</td>
</tr>
<tr>
<td>800 to 899.9 points</td>
<td>B</td>
</tr>
<tr>
<td>700 to 799.9 points</td>
<td>C</td>
</tr>
<tr>
<td>600 to 699.9 points</td>
<td>D</td>
</tr>
<tr>
<td>599.9 points or below</td>
<td>F</td>
</tr>
</tbody>
</table>

Note: Grades will not be curved.

METHOD OF INSTRUCTION

This course will be taught using distance-delivery methods. Blackboard will be used as the platform for web-based distance delivery.

A kick-off online discussion forum titled “Conversation with Your Instructor” will begin at 10 a.m. on Monday, October 23rd, and will continue through 10 a.m. on Wednesday, October 25th. I will respond to your question in the shortest possible time. Look for pre-set threads on the “Conversation with Your Instructor” discussion forum. These threads will cover most of your questions.

A discussion forum can get complex and unwieldy in a hurry if we are not careful. To maintain a reasonable level of structure to this and subsequent discussion forms, please DO NOT ADD NEW THREADS. Leave that to me. If you feel very strongly about creating a new thread, simply ask for a thread to be set-up before you post your question. . . . Thanks in advance for your cooperation on this issue.

You are encouraged to use the “Conversation with Your Instructor” discussion forum to get to know other members in the class and to form teams (see Team Formation Guidelines below). Subsequent online discussion forums will focus on the content of the course. Each of these content-specific discussion forums will begin at 10:00 AM and will remain open for 48 hours.

Discussion forums represent the core learning tool in this course. Take them seriously. Discussion forums will be held once a week beginning on Thursday, October 26th. Think of your attendance at a discussion forum as equivalent to attending a regular face-to-face class.

I expect every student to be present at, and to participate actively in, every discussion forum. At the end of a discussion forum, I will tally your “good” posts. If the number of “good” posts meets the criteria (detailed later in the syllabus) you will have achieved expectations. Absence, or inadequate contribution, at four or more discussion forums will earn you a failing (“F”) grade in the class.
CLASS ACTIVITIES

About 30% of the graded activities in this class will be conducted in groups. The rest (70%) will be individual-specific work. This pedagogy is reflected in the grade-point distribution.

**Individual Work:** Individuals are responsible for the material assigned for the week, i.e.,
1. Understanding the underlying theory
2. Synthesizing the information
3. Learning how to apply “theory to practice.”

The discussion forums will be used to enables the student learning experience. There are six (6) discussion forums dedicated to this learning process.

Your overall competencies in the course will be assessed on two examinations.

**Team Formation and Team Work:** Teams will be formed by students at the beginning of the semester. Your instructor will limit the number of teams, and the number of students per team, to match the number of students enrolled in the class. Once teams are formed, each team will be allotted an exclusive “Team Chat Room.” Access to a Team Chat Room will be available only to the members of the team and the instructor.

Forming on-line teams can sometimes be a confusing and frustrating process. To alleviate the pain, I have placed a sign-up sheet on Blackboard for you choose the team that you would like to work with. I suggest that you use the following heuristic to form your team:

1. First, use the General Chat Room to post a blurb about yourself, your expectations, your education and your work experience. Get to know each other, and begin to create informal teams.
2. Second, once you have formed an informal team of not less than 4 (four) members in the General Chat Room, have one member register the team in Blackboard, and the other members sign-up into this specific team on Blackboard. The sign-up icon may be found on the course home-page. Note that by registering your team, you are committing to add additional team members to get the team up to full strength.
3. DO NOT ATTEMPT TO CREATE A TEAM IF YOUR INFORMAL GROUP HAS LESS THAN 4 MEMBERS. THIS IMPEDES THE TEAM FORMATION PROCESS. Teams that are registered with less than 4 members will be administratively dissolved by the instructor.
4. If you were not part of the team when it was formally registered in Blackboard, and would like to join that team, PLEASE SEEK PERMISSION OF THE MEMBERS OF THAT TEAM PRIOR TO REGISTERING YOURSELF WITH THE TEAM IN BLACKBOARD.
5. If you inadvertently register into the wrong team, let me know and I will make the necessary adjustment to remove you from that team.

**Team Charter:** Members of your team will create and agree to the content of a team charter. A designated member of the team will then submit it to the instructor with the following words in the text of the forwarded e-mail, “All members of Team _X_ have agreed to abide by the team charter attached to this e-mail.” Submit the document to the instructor via Blackboard by 5:00 pm on Monday, October 30th. To assist your team prepare its team charter, a template has been place on the course website in Blackboard.
Team Project: Teams will be responsible for completing a Team Project. For details on the Team Project see section titled “Team Work” on Page-7, and Appendix-4.

Stay in Touch: Your instructor will be available online to help you through this process. You may e-mail your queries (or, call-in during the instructor’s office hours). E-mailed queries will be reviewed and responded to at regular intervals during the week, typically, once a day.

INDIVIDUAL WORK

Discussion Forums

About the Discussion Forums: Classes are conducted using web-enabled “Discussions Forums”. To make these discussion forums manageable, the class will be divided into three or more randomized sub-groups for the purpose of the discussion forums. You will work in the assigned sub-group through the semester. Discussions will occur within each sub-group. You are responsible on the examinations for material covered in your sub-group’s discussion forum.

I will pose 3-4 questions at the beginning of each discussion forum to seed the discussion. I expect everyone to use the discussion forum to link issues raised by the questions (or the subsequent comments/questions raised by others in the forum) to the theory in the text and to practice.

Information Gathering: You must draw on information obtained from library research and other outside sources. This will require you to undertake a reasonable amount of outside research (primary and/or secondary research). Expect to spend 4-6 hours (or more) each week on such research.

Preparing for the Discussion Forums: Expect to spend a significant portion of your time researching, preparing for, and participating in the discussion forums. Material covered in the discussion forums (including citations, and conclusions arrived at in the discussion forums) is fair game on the examinations.

To maximize your learning experience, begin by reading and analyzing the assigned chapters from the textbook. Next, identify the core concepts and theoretical frameworks presented by the authors (these are normally structured in distinct sections within the chapter). Then, read the questions posed by your instructor in the discussion forum and begin your ‘outside research’ (e.g., web-based searches, information in electronic and hard-copy resources in the library, and primary contacts). Finally, use the information gathered through your research to inform other about your findings and syntheses through your post(s) to the discussion forum. A good rule-of-thumb is to spend twice as much time researching, analyzing and synthesizing outside information, as you would spend assimilating theory from the text.

Support your contentions: I strongly encourage you to avoid making general comments that starts with “I believe that . . .” but contains no evidence of research to support the “belief.” Such comments add little value to the discussion forum, and are a poor uses of everyone’s time. Such posts will NOT be viewed by your instructor as “good” post.
What is a “good contribution” at a discussion forum?: For your involvement in a discussion forum to be deemed a “good contribution,” you must make at least one post that addresses each of the instructor’s questions? For example, if the instructor poses three questions in a discussion forum, then you MUST make at least one post to address each question posed by the instructor. If any one of your three posts is deemed inadequate (i.e., “not good”) your overall involvement in the discussion will be deemed to have NOT met the “good contribution” criteria. Hence, I strongly urge you to stay attentive during the entire period of the discussion forum and to make several good posts to each discussion question posed by the instructor.

What is a “good” post?: As a rule-of-thumb, a good post is one that adds new insights and extends prior posts to the thread, and applies theory to practice.

Hence, it is incumbent on you to
(a) Build on the prior discussion that has occurred in the topic in the discussion forum,
(b) Cite at least one new source of information, other than the text-book, and your interpretation of the new information, in every post that you make to address these two issues. That is, each post must contain at least one (or more) unique citation(s).

How do I present my Citation?: Please follow established rules for citations (to be consistent, I recommend that we all follow the APA style manual). First, place the citation at the appropriate location within the text of your post cite (e.g., XYZ et al., 2013). Next, using APA rules, place an adequately detailed “reference” of the source of your information below your post. This will allow your instructor and others in the class to easily retrieve the cited article/document and study it more closely in the context of your post.

Absence: As with face-to-face classes, if you are absent or if you demonstrate inadequate participation at a discussion forum, for justifiable reasons (e.g., hospitalization, contagious disease, week-long religious holiday, death in the family), and you would like to be excused, you must provide the instructor with evidence of the unforeseen circumstance. An individual’s “unavailability” to attend a discussion forum, or examination, due to business activity/travel/location, personal or family events/activities will NOT be deemed a valid excuse for absence or inadequate participation.

Evaluation of Individual Contribution

Individual contribution in the course will be assessed at two places: (A) discussion forum participation, and (B) the examination.

A. Discussion Forum Participation: Grading for participation in discussion forums will be as follows:
• Provide “Good” contributions” at 6 discussion forums – Grade “A” (100%) for the discussion forum
• Provide “Good” contributions” at 5 discussion forums – Grade “B” (85%) for the discussion forum
• Provide “Good” contributions” at 4 discussion forums – Grade “C” (75%) for the discussion forum
• Provide “Good” contributions” at 3 discussion forums – Grade “D” (65%) for the discussion forum.
• Provide “Good” contributions” at 2 or fewer discussion forums – Grade “F” for the discussion forum, and grade “F” for the COURSE.
B. **Examinations:**

Examinations will be administered in Week 4 and Week 8. The examinations are designed to assess your understanding of the fundamental theories and key concepts associated with international management. They will also assess your ability to apply the theory to practice.

These will be “essay / short-answer” type questions. You will be asked 3-4 questions and will be provided limited space to respond. You are required to go beyond the material in the text when you answer the questions (e.g., interpretation and synthesis of information from multiple sources, or the use of insights acquired in the discussion forum). Your ability to provide both theoretical and practical perspectives in each of your responses is essential. This is where prior active participation in the discussion forum will prove very helpful. For example, I hope you will capitalize on relevant arguments that occurred during a related discussion forum earlier in the semester or, perhaps, use the citation gleaned from such discussion forums to support/justify your response. Merely regurgitating material from the text will get you a failing grade. Finally, your ability to demonstrate a command of the topics covered by your team in the Team Project Report will also be tested. You are advised to work closely with members of your team on EVERY assignment to ensure that you are well acquainted with the details, subtleties, nuances and challenges of applying theory to practice in the Team Project.

The examinations will be conducted on-line. Your completion time is measured from when you click “Begin Assessment” to when you click “Finish”. You MUST save all your answers before clicking “Finish.”

The examinations will last 2.0 hours. You will have a 48-hour window to take the examination. Ensure that you **complete and save** your response **before** your 2-hour test-taking time expires. Finally, recognize that the system measures the 2-hour time-slot from the time YOU begin the exam till when it completes and verifies the download (which could be several seconds after you hit the “save” button. Hence, I strongly recommend that you use a stop-watch and that you do not wait till the very end to hit the “save” button!).

If you experience problems with your browser or with Blackboard during your exam please call or email the student help desk. That number is 940-565-2324 and the email is helpdesk@unt.edu. You will need to give the worker your course number.

**Policy for make-up examinations:** If you miss an examination for justifiable reasons (e.g., hospitalization, contagious disease, religious holiday, death in the family), and would like to receive a make-up examination, you must provide the instructor with evidence of the unforeseen circumstance. The make-up examination will be held at a mutually convenient time.

**IMPORTANT:** If the timing for the final exam in this course conflicts with that of an exam in another course that you are registered in, PLEASE LET ME NOW BY THE END OF THE SECOND WEEK OF CLASS (i.e., by Friday, November 3rd). If I do not hear from you by that date, I will assume that we are good to go; and, barring unforeseen circumstances, no accommodation will be offered thereafter.
TEAM WORK

Team Project:

Teams will spend the semester preparing a report on “Managing a Business” in a foreign country. Each team will choose a country from a list provided in Appendix-1. Teams must get their selected country approved by the instructor (to prevent duplication). Appendices 4 provide details on the minimum expected coverage of topics for the team project.

Report Submission: The team report will be submitted in three parts. Your instructor expects each part of the "Team Project Report" to be professionally prepared (professionally formatted with transmittal letter, cover page, table of contents, text material, references, tables, charts and other annexures). Text must be 1.5 spaced with a 12-point font, with a one-inch border on the page. The report should contain depth and breadth that demonstrates a strong command of the topics addressed.

Submission Deadlines:

Part-1 of Team Project Report. Your team will complete Part-1 of the Team Project Report as defined in Appendix-4 and submit its report by 10:00 AM on November 9th.

Part-2 of Team Project Report. Your team will complete Part-2 of the Team Project Report as defined in Appendix-4 and submit its report by 10:00 AM on November 23rd.

Compiled Final Team Project Report. Your team will complete Part-3 of the Team Project Report as defined in Appendix-4. Your team will then integrate all three parts of the report and submit a professionally compiled document by 10:00 AM on December 7th.

Evaluation Criteria: Team submissions will be graded by the instructor using the following criteria:

- The team’s ability to use theory to structure their response
- The team’s ability to demonstrate a strong dose of creativity and critical thinking.
- The insightfulness and thought-provoking nature of the recommendations/conclusions
- The depth of coverage
- The range of coverage
- The strength of the arguments
- The quality of the analysis and synthesis of the information gathered by the team
- The ability to provides new and revealing perspectives
- The extent and quality of outside research conducted by the team to support their arguments. (NOTE: You must demonstrate that this research has been conducted by [1] providing a list of references and [2] appropriately inserting one or more citation of that reference in the text of the report for EVERY item in the list of references)

Note: Issues covered in the Team Project are fair game on the tests. Hence you are strongly advised to be actively involved on ALL aspects of the team assignment.
**Evaluation of Team Work**

Team Project submissions will be graded on the ability to achieve expectations detailed in Appendices 4.

YOUR individual grade on each team submission will be computed based on the team’s grade and YOUR peer evaluation grade (Appendix-2). An example of how YOUR individual grade will be computed is presented in Appendix-3.

**ADA**

THE COLLEGE OF BUSINESS ADMINISTRATION COMPLIES WITH THE AMERICANS WITH DISABILITIES ACT IN MAKING REASONABLE ACCOMMODATION FOR QUALIFIED STUDENTS WITH DISABILITY. IF YOU HAVE AN ESTABLISHED DISABILITY AS DEFINED IN THE AMERICANS WITH DISABILITIES ACT AND WOULD LIKE TO REQUEST ACCOMMODATION, PLEASE SEE ME AS SOON AS POSSIBLE. NOTE: UNIVERSITY POLICY REQUIRES THAT STUDENTS NOTIFY THEIR INSTRUCTOR WITHIN THE FIRST WEEK OF CLASS THAT AN ACCOMMODATION WILL BE NEEDED.

Special Note about WebCT: Blackboard is committed to making certain that online courses are open and accessible to people with disabilities. As a result, Blackboard 3.6 and above complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and using assistive technologies, such as screen readers, to fully use the software. Blackboard has worked with the Adaptive Technology Resource Centre (ATRC) at the University of Toronto on compliance requirements.

**SCHOLASTIC DISHONESTY POLICY**

The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating and plagiarism.

The term "cheating" includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university.

The term "plagiarism" includes, but is not limited to, the use, by paragraph or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline at the University of North Texas.)

If you engage in academic dishonesty related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. In addition, the case will be referred to the Dean of Students for appropriate disciplinary action. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.
**Note:** Your instructor reserves the right to submit your team’s report to Turnitin.Com where it will be checked for plagiarism. **Evidence of plagiarism is grounds for awarding an “F” grade on the assignment and an “F” grade in the course. The grade will be awarded to ALL members of the team that made the submission.**
SCHEDULE OF EVENTS

WEEK-1 (Oct. 23 – Oct 27)

- Online “Conversation with Your Instructor.” Begins Oct 23, 10:00 am and ends Oct 25, 10:00 am
- Team Formation: Students form teams and register them on the course website on Blackboard by Friday, October 27th.
- Reading Assignment: Textbook chapters 1 & 2
- Discussion Forum (DF)-1 (Chapters 1 & 2) opens at 10:00 am on Thursday, Oct. 26th.

WEEK-2 (Oct. 30 – Nov. 3)

- Teams submit the “Team Charter” to the instructor by 5:00 pm on Monday, Oct. 30th.
- DF-1 (Chapters 1 & 2) closes at 5:00 pm on Monday, Oct. 30th.
- Reading Assignment: Textbook chapters 3 & 4
- DF-2 (Chapters 3 & 4) opens at 10:00 am on Thursday, Nov. 2nd.

WEEK-3 (Nov. 6 – Nov 10)

- DF-2 (Chapters 3 & 4) closes at 5:00 pm on Monday, Nov. 6th.
- Reading Assignment: Textbook chapters 5 & 7
- Part-1 of Team Project Report due at 10 AM, on Thursday, Nov. 9th.
- DF-3 (Chapters 5 & 7) opens at 10:00 am on Thursday, Nov. 9th.

WEEK-4 (Nov 13 – Nov 17)

- DF-3 (Chapters 5 & 7) closes at 5:00 pm on Monday, Nov. 13th.
- Mid-term Examination. A 2-hour exam (Chapters 1, 2, 3, 4, 5, 7)
  Exam window: Nov. 14th, 10:00 am through Nov. 16th, 10:00 am.
- Reading Assignment: Textbook chapters 11 & 12
- DF-4 (Chapters 11 & 12) opens at 10:00 am on Thursday, Nov. 16th.

WEEK-5 (Nov 20 – Nov 22) (Thanksgiving Break – No classes Nov 23-26)

- DF-4 (Chapters 11 & 12) closes at 5:00 pm on Monday, Nov. 20th.
- Part-2 of Team Project Report due at 10 AM, on Wednesday, Nov 22nd.
- Reading Assignment: Textbook chapters 13 & 14
- DF-5 (Chapters 13 & 14) opens at 10:00 am on Wednesday, Nov. 22nd.
**WEEK-6 (Nov 27 – Dec 1)**

- DF-5 (Chapters 13 & 14) closes at 5:00 pm on Wednesday, Nov. 29th *(submission date extended to Wednesday to accommodate Thanksgiving Break)*
- Reading Assignment: Textbook chapters 15 & 16
- DF-6 (Chapters 15 & 16) opens at 10:00 am on Thursday, Dec. 7th.

**WEEK-7 (Dec 4 – Dec 8)**

- DF-6 (Chapters 15 & 16) closes at 5:00 pm on Monday, Dec. 4th.
- Part-3 of Team Project Report due at 10 AM, on Thursday, Dec. 7th.

**WEEK-8 (Dec 11 – Dec 15)**

- Final Examination. A 2-hour exam (Chapters 11, 12, 13, 14, 15, 16).
  Exam window: Dec. 7th, 10:00 am through Dec. 9th, 10:00 am.
Appendix-1

Team Project: Country List

Select from this list of countries: Provided below is a ranked list* of countries based on their GDP (source http://data.worldbank.org/indicator/NY.GDP.MKTP.CD) and GDP per capita. Pick one of these countries for your Team’s project. Each team must work on a different country. Your team must obtain instructor approval before beginning work on the Team Project. First come, first served.

<table>
<thead>
<tr>
<th>Ranked by GDP</th>
<th>Country</th>
<th>GDP ($ Billions)</th>
<th>GDP Per Capita ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>China</td>
<td>11,218,281</td>
<td>15,399</td>
</tr>
<tr>
<td>3</td>
<td>Japan</td>
<td>4,938,644</td>
<td>41,275</td>
</tr>
<tr>
<td>4</td>
<td>Germany</td>
<td>3,466,639</td>
<td>48,111</td>
</tr>
<tr>
<td>5</td>
<td>United Kingdom</td>
<td>2,629,188</td>
<td>42,481</td>
</tr>
<tr>
<td>6</td>
<td>France</td>
<td>2,463,222</td>
<td>42,314</td>
</tr>
<tr>
<td>7</td>
<td>India</td>
<td>2,256,397</td>
<td>6,616</td>
</tr>
<tr>
<td>8</td>
<td>Italy</td>
<td>1,850,735</td>
<td>36,833</td>
</tr>
<tr>
<td>9</td>
<td>Brazil</td>
<td>1,798,622</td>
<td>15,242</td>
</tr>
<tr>
<td>10</td>
<td>Canada</td>
<td>1,529,224</td>
<td>46,437</td>
</tr>
<tr>
<td>11</td>
<td>South Korea</td>
<td>1,411,246</td>
<td>37,740</td>
</tr>
<tr>
<td>12</td>
<td>Russia</td>
<td>1,280,731</td>
<td>26,490</td>
</tr>
<tr>
<td>13</td>
<td>Australia</td>
<td>1,258,978</td>
<td>48,899</td>
</tr>
<tr>
<td>14</td>
<td>Spain</td>
<td>1,232,597</td>
<td>36,416</td>
</tr>
<tr>
<td>15</td>
<td>Mexico</td>
<td>1,046,002</td>
<td>16,831</td>
</tr>
<tr>
<td>16</td>
<td>Indonesia</td>
<td>932,448</td>
<td>11,700</td>
</tr>
</tbody>
</table>
Appendix-2

“PARTICIPATION IN TEAM PROJECT” GRADING SHEET

Team # _________ Your Name: ____________________________________

INSTRUCTIONS:

* Grade the performance of each team member (EXCLUDING YOURSELF) using the following criteria.

1. Did the individual display initiative while working on the assignment?
2. Did the individual participate in on-line team chat sessions?
3. Did the individual adequately complete his/her assigned work?
4. Did the individual foster team spirit?
5. Did the individual contribute to project completion?

* You MUST distribute a total of (N-1)*100 points among your team members based on each member's overall contribution to the team project. (N = The number of individuals in your team. For example, if there are 6 members (including yourself) in your team, then the total points that must be distributed among the members of your team is: 5*100 = 500.

* For each team member whose points are significantly above or below the team average of 100 points (i.e., greater than 110, or less than 90), please make specific comments (in the space provided on the next page) indicating why the team member received that score. Absence of detailed justification may result in your evaluation being discarded at the discretion of the instructor.

* Fold the evaluation sheet and return it to the instructor at the appointed time.

PERFORMANCE EVALUATION MATRIX

<table>
<thead>
<tr>
<th>NAME OF TEAM MEMBER</th>
<th>POINTS ALLOCATED</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>[Ensure that this column total = (N-1)*100]</td>
</tr>
<tr>
<td>1.</td>
<td></td>
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<tr>
<td>2.</td>
<td></td>
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<td>3.</td>
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<tr>
<td>4.</td>
<td></td>
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<tr>
<td>5.</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL POINTS =</strong></td>
<td>*<em>[(N-1)<em>100]</em></em></td>
</tr>
</tbody>
</table>
PARTICIPATION IN TEAM PROJECT (Continued)
(COMMENTS SHEET)

Comments on **Highest** and **Lowest** rated team members, and any other team member whose points are greater than 110, or less than 90. Please be as specific as possible to explain your rating

Member Name ______________________:

Member Name ______________________:

Member Name ______________________:

Member Name ______________________:
Appendix-3

How YOUR grades will be computed for the Team Project

**Question**

What role do participation points play in computing MY project grade and MY application grade?

**Answer**

Participation points reflect your level of participation/contribution to the Project based on the following criteria spelt out in the participation grading sheet:

1. Displayed initiative while working on the term-paper
2. Contributed to project completion
3. Adequately completed assigned work
4. Fostered team spirit
5. Attended scheduled meetings

YOUR project grade will be computed as follows:

1. First, the team’s grade will be computed
2. Next, your participation grade and the team’s average participation grade will be computed
3. YOUR grade will then be computed as follows:

\[
\text{YOUR project grade} = \frac{\text{Team’s Grade} \times \text{Your Participation Grade}}{\text{Team’s average participation grade}}
\]

**Sample Computations for an individual’s Team Project Grade:**

If,

6. Your team’s project grade = 110 points (out of 120 points)
7. Your participation grade = 105 points,
8. Your team’s average participation grade = 100 points,

Then,

\[
\text{YOUR Project grade} = \frac{110 \times 105}{100} = 115.5 \text{ points (out of 120 points)}
\]
Appendix-4

Team Project

General Guidelines

Provided below is a partial list of suggested topics that may be addressed in each of the three primary parts of the Team Project Report. Your team’s report could include some or all of these topics. In addition, do not limit the coverage to these topics. You are encouraged to hunt for, discover, assess and expand on issues that are unique to the political, legal, social business environments and business practices of the country that you team has chosen. Such insights could be invaluable to managers of companies that are or may soon be doing business in that country.

I expect each part of your team’s submission to be a professionally produced document of a quality that you would be comfortable submitting to the Board of Directors of your company, or to a client firm. Implement all rules relating to professional report preparation when compiling your submission. Be sure to provide a letter of transmittal, table of contents, and introduction to each part of the report. Also remember to number pages and provide a standardized format for the list of references, and for citing these references in the text of the report. Remember that every article presented in the list of references MUST be cited in the text of the report at least once.

Use 1-inch margins, appropriate headings and sub-headings to ensure that the content of the report flows well. Cross-referencing material is earlier (or later) sections of the report is strongly encouraged (especially in the “compiled” submission) since it demonstrates your command of the material and it enhances the integration and synthesis of the material. You are also encouraged to use tables, graphs, pie-charts, diagrams, etc. to support and enhance the material addressed in the text of the report.

Each part of the report should be 20-25 pages long with 1.5 line-spacing and 12-point font. If it needs to be slightly longer, that is okay.

Part-1 of the Team Project: Analysis of Macro-Economic Factors

1.1. The impact of globalization on international trade between this country and (a) the whole world, and (b) the US in particular. How has this country’s international trade progressed over the past 5 years? Substantiate your arguments with statistics on the country’s foreign trade (Analysis of historical trends of this country’s balance of trade, foreign exchange-rate, and balance of payments would be helpful). Use secondary sources to cull statistics and to provide detailed justification. Use the theory in Chapter 1 to help structure your analysis.

1.2. Use the theory in Chapters 5 & 7 to evaluate the sectors of the country’s economy that have contributed most to international trade in recent years. Do you expect this trend to continue? Based on the theory in the text, do you expect to see any shift in the range or mix of sectors that contribute to this country’s international trade over the next 5 years? Why? Provide details.
1.3. Discuss this country’s cultural characteristics. Use the theory in Chapter 2 to discuss the components of culture of this country (e.g., aesthetics, values and attitudes, manners and customs, social structure, religion, body language. Education, physical and material environments, etc.) Next, use Kluckhohn-Strodtbeck’s and/or Hofstede’s framework to classify the culture in this country and compare it to that in the United States. Draw appropriate and insightful conclusions about the cultural differences between this country and the US, and the impact of these differences on doing business in this country.

1.4. Discuss this country’s legal, political and financial system. How is it different from that found in the US? Be sure to discuss corporate and personal taxation issues within the context of international business activities (e.g., transfer pricing, double taxation, etc.), and the status of related country characteristics, like infrastructure (e.g. transportation, electricity, communication/information system, etc.). Use theory in Chapter 3 to help structure your analysis.

1.5. Paint a vivid picture of the economy of this country. Start at the macro-level with GDP & GNP information and then drill down to dominant sectors of the economy. Use information from the past 5-10 years and other information on current/recent dynamics (political, economic, etc) in this country to assess which sectors are expected to drive the economy in the next few years. What are your projections (provide data) on the state of this country’s economy in the next 5-10 years? Use theory in Chapter 4 to help structure your analysis.

1.6. Discuss current foreign investment and foreign trade policies in this country. Discuss import, export and FDI policies for this country. Also, address rules and regulations on the formation of business entities and the extent to which foreign entities can participate in the business operations in the country. Be as detailed as possible. Use theory in Chapters 5 & 7 to help structure your analysis.

Part-2 of the Team Project: Analysis of Industry Sectors

2.1. Begin this section with a general presentation of business practices in the country. Make special notes on those areas where the business practices in this country differ from those in the US. You may use examples to make your points. In addition, interviews with practicing managers in the US who have first-hand experience with the business practice in that country, would be excellent supporting evidence. Draw on some of the information gleaned in Part-A of your report to synthesize findings in the following areas. Note your analysis should include, but is not limited to these areas:

- Social and cultural “dos and taboos” for conducting business. (e.g., Cultural stereotypes, regional differences, local customs, communication styles, correspondence, dress and appearance, language, entertainment, socializing, networking, gift-giving, etc.)
- Religion and gender issues
- Impact of politics, legal and education system
- Impact of foreign business practices on local industries
- Business ethics and the underground economy
- The income distribution spread between rich and poor
• Negotiating with business executives from that country

Use theory in Chapters 2, 3, 4, 5 & 7 to help structure your analysis.

2.2. What sectors of this country’s economy are hotbeds of international business activities today? What was the situation 5 years ago? Why? Based on trend data, what sectors do you expect to rise to prominence in the next 5-10 years? Why? Suggestion: Use the conventional coding system in the SIC manual or the NAICS manual to classify an industry "sector.” Typically this is the 2-4 digit code. F.Y.I.: SIC-Standard Industrial Classification. NAICS = North American Industry Classification System

2.3. Is the projected trend moving toward growth of international business activities in service industries or manufacturing industries in the country? Why? What underlying national (e.g., natural, financial, and human resources, political legal and educational climates, culture and other social factors, etc.) and sector-specific factors have influenced, or will influence, these transitions over the next few years? Justify your stance rigorously. Use theory in Chapters 3, 4 5 & 7 to help structure your analysis.

2.4. Identify at least two sectors of the economy that could be the most attractive targets for US companies. What makes these sectors attractive? You may need to do a comparative analysis of these sectors in the US, and in this country, to arrive at an informative and convincing argument for your stance. This analysis should be very detailed. Do not leave any stone unturned. Also, remember that for trade and FDI to succeed and prosper, it must be a win-win situation for ALL parties. Make your case for why and how this will occur in these two industry sectors. Use theory in Chapters 12 & 13 to help structure your analysis.

Part-3: Analysis of Business Practices -- Industry and Firm-level Factors

3.1. Analyze international opportunities in each of the two sectors identified in section 2.4 above. That is, provide an assessment of the potential and opportunity for a real or hypothetical US firm that may want to do business in these two industrial sectors of that country. This analysis should culminate in the selection (with strong financial, operational and risk-adjusted rationale) of one of the two sectors. Use theory in Chapters 11 & 12 to help structure your analysis. (Suggestion: You may want to talk with representatives of companies from the US or from another nation that are currently doing business in this sector to gather supporting evidence for your arguments and recommendations).

3.2. Present a discussion on the selection and management of entry mode strategy for the US firm that may want to do business in the sector selected in section 3.1 above. Use theory in Chapters 13 to help structure your analysis. Remember to analyze each of the following three options before justifying and making the your selection of entry mode strategy:
  ● Import-export form of business
  ● FDI form of business
  ● Joint-venture or strategic alliance form of business
3.3. Use theory in Chapters 14 to help you structure the plan for the development and marketing of products for the international venture identified in section 3.2 above. Be sure to cover each of the topics presented in Chapter 14 including development of product strategies, creation of promotional strategies, designing distribution strategies and developing pricing strategies. Identify and pay special attention to areas where the local characteristics differ from those in the US.

3.4. Use theory in Chapters 15 to help you structure the plan for managing international operations for the international venture identified in section 3.2 above. Be sure to cover each of the topics presented in Chapter 15 including production strategy, acquisition of physical resources, key production concerns and financing business operations. Identify and pay special attention to areas where the local characteristics differ from those in the US.

3.5. Use theory in Chapters 16 to help you structure the plan for hiring and managing employees for the international venture identified in section 3.2 above. Be sure to cover each of the topics presented in Chapter 16 including international staffing policies, recruiting and selecting human resources, training and development, employee compensation and labor-management relations. Pay special attention to areas where the local characteristics differ from those in the US.
About Your Instructor

Dr. Derrick E. D’Souza is a Professor of Management in the College of Business Administration at the University of North Texas. He holds a bachelor’s degree in Chemical Engineering from the Indian Institute of Technology; an MBA from the Indian Institute of Management, and a doctorate in Strategic Management from Georgia State University.

Dr. D’Souza spent several years with Tata Economic Consultancy Services, where he provided corporate consulting services to international clients. He has traveled extensively on business, and has successfully completed numerous consultancy projects for MNCs, national governments, and international organizations like the World Bank, IMF and UNICEF. His experience covers a wide range of industrial sectors including, chemicals, fibers and plastics, automobile and allied products, pharmaceutical, agriculture, and machine-tools. Prior to joining Tata Economic Consultancy Services, he worked for Godrej Soaps Limited, India, where he was involved in the erection, commissioning and operation of a detergent plant. He has also been associated with international subsidiaries of Unilever and Exxon.

Dr. D’Souza has received several research and teaching awards. In 2011 he won the Cutting Edge Research Award, presented by the Academy of Human Resource Development. In the same year he was presented with the Bobby Bizzell Innovative Achievement Award by AACSB (The accrediting body of business schools worldwide), and was also named Fellow of the NextGen Learning Program, University of North Texas. In 2010 he received the Innovative Teaching Award, presented by the College of Business, UNT. In 2007 He received UNT’s Outstanding Online Course/Teacher Award. The University presents one such award each year. The award was in recognition of his online graduate International Management course (MGMT 5660).

Dr. D’Souza’s current research interests include the investigation of the dynamic capabilities and absorptive capacity of organizations, strategic issues relating to the international operations of firms, and the use of Web-2.0 technologies like wikis, clickers, and virtual worlds to enhance learning in business and educational settings. He has taught and continues to teach courses at the undergraduate, masters and doctoral level at the University of North Texas.