THE UNIVERSITY OF NORTH TEXAS
COLLEGE OF BUSINESS ADMINISTRATION

MGT 4660 – International Management Perspectives (Online Course)

Course Outline – Maymester, 2016 (May 16-June 2)

Professor: Dr. Manjula Salimath, Ph.D.
Office: 325D Business Leadership Building
Phone: (940) 565 – 4937
E-mail: Manjula.Salimath@unt.edu Please use this for all communication.
Office Hours: By Appointment with instructor
Class Website: https://learn.unt.edu/

Contacting the Instructor: Please communicate via email (Manjula.Salimath@unt.edu). You must use “MGMT 4660” in the subject line of your emails at all times, so it does not go into junk mail. I check my email every day and will try my best to respond within 24 hours during weekdays. If you do not hear within that time, something has gone wrong with your email. Please call my office number (940-565-4937) and leave a message and I will try to get back to you in 24 hours. When you call, speak clearly and slowly. Please make sure you pronounce your first and last name, and explain the reason for your call. If you do not leave a clear message that can be easily understood, it may be difficult to respond to your needs appropriately or in a timely fashion.

Please be aware that communications sent during the weekend or holidays may take longer for a response. Remember that waiting until the last minute for queries indicates a lack of professionalism and discipline on your part – so kindly refrain from these situations. Observe self-discipline in your communication habits - always plan ahead in order to allow sufficient time for a response. You may also request an appointment to visit as needed. I am always happy to assist you with your class needs.

Teaching Assistant: There is no teaching assistant for this course. I read and grade all your work myself. You have my full and dedicated attention towards your learning goals in class.

COURSE DESCRIPTION:

International Management Perspectives is an upper level business course designed to provide an enhanced appreciation of the key issues involved when conducting business operations in an international context. A comprehensive framework is used to study the management of multinational operations in cross-cultural environments with a focus on the decisions that managers must make. Topics include strategic planning, organization, human resources, operations management, entrepreneurship and ethics. As such the course provides students with a greater understanding and capacity to effectively deal with business decisions in international contexts.
Enrollment Requirements: BUND/DBUND and PACC/DPACC students may not enroll in this course unless they are assigned to BFND/DBFND or AFND/DAFND subplan.

Course Materials:


Other readings, cases, articles, etc as assigned. Relevant research information, databases, tutorials, available via UNT libraries. Course website is located on Blackboard Learn – which you must check periodically for updates, etc.

Important: This course is web based and is delivered online 100%. Please note that this is not a correspondence course. It is not a self-paced course either. Rather, it is a regular course which is delivered online for your commuting convenience. Hence it has specific requirements, activities, and deliverables that have to be completed on schedule throughout the semester in a timely manner. If you are unable to fulfill these expectations or meet deadlines due to family, work or other commitments, please make other enrollment arrangements.

Pedagogy:
The course will be taught using a combination of readings, cases, discussions, exercises, and videos related to international businesses.

Primary Objectives
1. To understand the use of general management skills in conducting international operations. This requires integration of knowledge from management, marketing, accounting, and finance courses.
2. To become aware of how different national cultures and institutional forms directly and indirectly influence the management of businesses in various countries.
3. To recognize the implications of various differences and similarities between the management techniques and systems of American and other nation’s organizations
4. To understand the benefits and difficulties of borrowing management techniques and systems from another culture i.e., the value and limits of transferability.
5. To develop a better ability to manage cultural and institutional diversity in various national contexts.
6. To become a better world citizen and an effective member of multinational firms.

Secondary Objectives
1. To understand working in multicultural/international teams.
2. To improve written and oral communication skills.
3. Encourage individual responsibility for meaningful participation in class, team activities.
Being an upper level business course, my approach to teaching will be appropriately modeled to stimulate intellectual curiosity, integration, and active participatory learning. The benefits of this approach are best appreciated by those who are always thoroughly prepared - having read the assigned material, and fully prepared to engage in stimulating discussion of questions on the various international management topics that have been assigned for that particular class session. You are responsible for being aware of all assigned material. Test questions will therefore include all chapter contents (even if not addressed in chapter handouts), discussions, videos, and other assignments in the course. Expect your assumptions of international management to be challenged at times – remember that this is not intended as personal criticism, but to get across various international management perspectives that will help you become a more effective multinational manager, and empower you to operate a successful international operation in the future. Needless to say, to get desirable grades in the course, you must consistently perform well in all aspects of the course.

Other Guidelines:
In this course, I will consider you to be world citizens and expect you to have an open and receptive approach to the course, nations, and cultures. Be mindful and respectful of different cultures at all times, and avoid ethnocentric judgments. It is necessary to be proactive in your learning. If you do not understand, please ask. Otherwise I will assume you have understood, and lessons will proceed further. Share and discuss your experiences with different cultures and countries when possible. Be respectful of others – observe netiquette practices. Do not plagiarize or copy – this is an automatic fail and other consequences will follow. If you have special needs or need accommodation for disabilities, please let me know on the first day of class. Always check Blackboard Learn for announcements, updates, etc. If you need to take a make-up test due to university approved absences, please provide the instructor with a certificate of absence from the Dean of Students. Sorry, no exceptions can be made. Disruptive behavior online is not allowed, and is subject to severe penalty. Professional and courteous behavior is expected at all times. The student code of conduct is in effect at all times. A failure to observe these expectations may result in disciplinary action as per University guidelines.

Acceptable Student Behavior: Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.unt.edu/csrr

Important Notice for F-1 Students:
There is no required on-campus experiential component for this course. To comply with immigration regulations, however, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to
participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification.

If you engage in academic dishonesty (plagiarism or cheating) 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.

The Student Perception of Teaching (SPOT) is a requirement for all organized classes at UNT. This short survey will be available to you at the end of the semester. If you liked something please say so! Your feedback is important to help continue providing high course quality, so please participate.

Extra Credit: There are no extra credits or bonus points in this course

Students with Disabilities: The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with disabilities. If you have an established disability as defined in the Americans with Disabilities Act, are registered with the UNT Office of Disability Accommodation (ODA, Tel. # 940-565-4323), and would like to request accommodation, please contact the instructor. Please notify the instructor on the first day of class to request an accommodation.

GRADED COMPONENTS

QFDs: Questions for Discussion will be available for each chapter. These consist of questions posted by me on chapter topics. You will be required to post one original post answering all my questions, as well as one reply to another classmate's post. Both posts are needed to get a grade. Doing only one per chapter will give you a grade of zero. QFDs will be locked after the due date. You must be present in class to participate. They must reflect deep thought and careful analysis of the chapter material to be graded. There are 13 chapters, so there are 13 QFDs. Twelve QFDs will count, and the lowest score is dropped if all 13 QFDs are completed. These are an important part of the course, and a failure to perform satisfactorily on any five of them (receiving a grade of 2.9 or below), or missing 5 or more QFDs will result in a Fail in the course.

Exams: There will be three exams. Exam 1 & 2 are each worth 120 points. Exam 3 is worth 150 points. The tests will cover chapter and course material as specified. Questions may be multiple choice or essay format. All Alternate/make up exams (if missed due to University excused absence) will be given on the scheduled day, if requested and approved. Please note that all Alternate/Makeup exams are for missed tests only.
PERFORMANCE EVALUATION AND GRADING:

Grades are earned by your performance. No curves are added. It is based on a point system, not percentage. So 359.9 is a “C”, not a “B”, etc.; no exceptions are made. The distribution of points and corresponding letter grades is as follows:

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<thead>
<tr>
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<th>Points</th>
<th>Letter Grade</th>
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<tbody>
<tr>
<td>Test 1</td>
<td>120</td>
<td>405 to 450</td>
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<tr>
<td>Test 2</td>
<td>120</td>
<td>360 to 404</td>
</tr>
<tr>
<td>Test 3</td>
<td>150</td>
<td>315 to 359</td>
</tr>
<tr>
<td>QFD* (12x5)</td>
<td>60</td>
<td>270 to 314</td>
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<tr>
<td>Max points available</td>
<td>450</td>
<td>269 or below</td>
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*There are 13 QFDs available for the 13 chapters. Your best scores on 12 QFDs will count. Lowest score on one QFD will be dropped, if all 13 QFDs are completed.

Course Calendar

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
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<tbody>
<tr>
<td>May 16</td>
<td>May 17</td>
<td>May 18</td>
<td>May 19</td>
<td>May 20</td>
<td>May 21</td>
<td>May 22</td>
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<tr>
<td></td>
<td>QFD 1-4 released @ 8am</td>
<td>QFD 1.2 due @ 8pm</td>
<td>QFD 3,4 due @ 8pm</td>
<td>QFD 11, 5-7 released @ 8am</td>
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<td>May 16</td>
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<td>May 18</td>
<td>May 19</td>
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<tr>
<td>May 23</td>
<td>May 24</td>
<td>May 25</td>
<td>May 26</td>
<td>May 27</td>
<td>May 28</td>
<td>May 29</td>
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<tr>
<td></td>
<td>QFD 6,7 due @ 8pm</td>
<td>QFD 8-10, 13-14 released @ 8am</td>
<td>QFD 8, 9 due @ 8pm</td>
<td>QFD 10, 13 due @ 8pm</td>
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<tr>
<td>May 30</td>
<td>May 31</td>
<td>June 1</td>
<td>June 2</td>
<td></td>
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</tr>
<tr>
<td>Memorial Day Holiday</td>
<td>Alternate / Make up Tests</td>
<td>Reading Day</td>
<td>Test 3 @ 8pm</td>
<td></td>
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</tr>
<tr>
<td>May 30</td>
<td>May 31</td>
<td>June 1</td>
<td>June 2</td>
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Note: QFDs are locked after due date, and cannot be made up if missed. An easy way to keep track is to remember 8 o’clock. All QFDs and Tests are due @ 8pm, and all material is released @ 8am. Only exceptions are alt./makeup tests that begin at 8am, 10am or 12pm.
**Blackboard Student Help Desk.** Please familiarize yourself with all pertinent information regarding Blackboard Exams/Quizzes under the Blackboard on your course’s Login Page and your course’s Homepage. Do not contact me with technical issues – I cannot help with that. For technical issues, please contact Blackboard Student Help Desk (telephone # is: (940) 565-2324) during their working hours.

**Course Outline - Maymester 2016***

<table>
<thead>
<tr>
<th>Class, Day of Week</th>
<th>Date</th>
<th>Topic</th>
<th>Reading/Assignment Questions for Discussion (QFD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, Mon</td>
<td>May 16</td>
<td>Course Overview Orientation</td>
<td>Chapters &amp; QFD 1-4 released</td>
</tr>
<tr>
<td>2, Tue</td>
<td>17</td>
<td>Multinational Management in a Changing World Culture and Multinational Management</td>
<td>Read Chapters 1, 2 QFD 1,2 due</td>
</tr>
<tr>
<td>3, We</td>
<td>18</td>
<td>Institutional Context Ethics &amp; CSR</td>
<td>Read Chapters 3, 4 QFD 3, 4 due</td>
</tr>
<tr>
<td>4, Thu</td>
<td>19</td>
<td><strong>Test 1</strong></td>
<td>(Test on Chapters 1-4) Chapters &amp; QFD 11, 5-7 released</td>
</tr>
<tr>
<td>5, Fri</td>
<td>20</td>
<td>International HRM Multinational Strategic Management</td>
<td>Read Chapters 11, 5 QFD 11, 5 due</td>
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<tr>
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<td></td>
<td><em>End of First Week</em></td>
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</tbody>
</table>

See Appendix to syllabus for additional details related to the course.
<table>
<thead>
<tr>
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<th>Date</th>
<th>Topic</th>
<th>Reading/Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>6, Mon</td>
<td>23</td>
<td>Multinational and Entry Mode Strategies International Entrepreneurship &amp; Small Business</td>
<td>Read Chapter 6, 7 QFD 6,7 due</td>
</tr>
<tr>
<td>7, Tue</td>
<td>24</td>
<td>Test 2</td>
<td>(Test on Chapters 5 -7, 11) Chapters &amp; QFD 8-10, 13-14 released</td>
</tr>
<tr>
<td>8, Wed</td>
<td>25</td>
<td>Organizational Design – MNC International Strategic Alliances</td>
<td>Read Chapters 8, 9 QFD 8, 9 due</td>
</tr>
<tr>
<td>9, Thu</td>
<td>26</td>
<td>Multinational E-commerce International Negotiation &amp; Cross Cultural</td>
<td>Read Chapters 10, 13 QFD 10, 13 due</td>
</tr>
<tr>
<td>10, Fri</td>
<td>27</td>
<td>Motivation in MNCs</td>
<td>Read Chapter 14 QFD 14 due</td>
</tr>
</tbody>
</table>

*End of Second Week*

| 11, Mon | 30 | Memorial Day Holiday | University closed |
| 12, Tue | 31 | Test Alternate /Make Up Day (with instructor permission) | Alt. / Make up Test 1 Alt. / Make up Test 2 Alt. / Make up Test 3 |
| 13, Wed | June 1 | Reading Day | |
| 14, Thu | 2 | Test 3 | (Test on Chapters 8-10, 13-14) |

*End of Third Week*  
*Maymester is Over*

*Note: Every attempt will be made to follow the schedule; however the instructor reserves the right to make changes during the course of the semester. Adjustments may be necessary to accommodate class needs, learning, school closures, contingencies, etc. It is your responsibility to be aware of any changes to the schedule. In case of typos, alert me.*
Eagle Commons Library Hours for Maymester 2016

This library houses the Business collections. It is located at Sycamore Hall Main Entrance
1st Floor

Summer Semester (includes all 3wsessions)

Mon, May 16, 2015 - Thurs, June 2, 2016

Normal hours for Eagle Commons Library are:

- Monday - Thursday, 9:00 am - 8:00 pm
- Friday, 9:00 am - 6:00 pm
- Sat    11-5p
- Sun    1pm-8pm

Exceptions include:

- Mon, May 30, 2015: closed

Service Desk: (940) 565-2194

Note: Refer to the UNT libraries website for holidays, exceptions, etc. Library hours are also available by telephone at (940) 565-4111. These hours are subject to change without notice, so double check prior to making plans to research or study in the library.
IMPORTANT REGISTRAR DATES for 3W1 Session – (May 16 – June 2, 2016)

This information is correct as of 4/27/16 - LB
Subject to change by Registrar’s Office.  Please verify with registrar’s office for current information

SUMMER 2016 WEEK 1 – 3W1

May 13, Friday
Payment deadline 5 p.m. for Registration for 3W1.

May 15, Sunday
Last day to withdraw from 3W1 and receive 100 percent refund (dropping all 3W1 classes).

May 16, Monday
Classes begin.
Last day to add a class or change schedule.
Last day to withdraw from 3W1 and receive 80 percent refund (dropping all 3W1 classes).
Payment deadline 5 p.m. for additional tuition and fees resulting from Add/Drop for 3W1.

May 17, Tuesday
3W1 census date.
- Last day to drop a 3W1 course and not show on UNT transcript and receive refund. Subsequent drops require instructor’s written consent.
- Last day to withdraw from 3W1 and receive 50 percent refund (dropping all 3W1 classes).
- Last day for any partial refund for 3W1 tuition upon withdrawal.

May 18, Wednesday
- Beginning this date, a student who wishes to drop a course for 3W1 must first receive written consent of the instructor. An automatic grade of W is assigned.
- Last day for a change in pass/no pass for 3W1 session course.
- Last day to drop a course or withdraw from the 3W1 session with grade of W for courses that a student is not passing. After this date a grade of WF for 3W1 may be recorded.
- Last day to receive automatic W for nonattendance.

May 19, Thursday
- Beginning this date, instructor may drop students with grade of WF for nonattendance for 3W1 session.
- Last day to drop a course with consent of the instructor for 3W1 with W or WF.
- Last day for an instructor to drop a student with a grade of WF for non-attendance for 3W1 session.
- Last day to withdraw from 3W1 session. Process must be completed by 5 p.m. in the Dean of Student’s Office.

May 20, Friday
- Beginning this date, instructor may drop students with grade of WF for nonattendance for 3W1 session.

May 26, Thursday
- Last day to drop a course with consent of the instructor for 3W1 with W or WF.
- Last day for an instructor to drop a student with a grade of WF for non-attendance for 3W1 session.
- Last day to withdraw from 3W1 session. Process must be completed by 5 p.m. in the Dean of Student’s Office.

May 30, Monday
UNT closed in observance of Memorial Day.

June 2, Thursday
Finals for 3W1 session.
3W1 session ends