1. Course Information

Course Title: International Management

Course number: MBA 5351 and MIB 6351  
Course Section: N  
Credit Hours: 3  
Semester: Fall 2016

Prerequisites: MBA 5305 (Proficiency Course)

Room #: O'Rourke 106  
Days & hours: Tuesday 7:00-9:45 PM  
BlackBoard site: MBA 5351 on Blackboard

2. Instructor Information

Name: Charlene A. Dykman, Ph.D.  
Office location: Welder 119  
Office phone: 713-525-3526  
Emergency phone: 713-525-2100  
Fax number: 713-525-2110

Where to leave assignments: Submit your case analysis (in Word format) for evaluation by Turnitin.com (www.turnitin.com) and submit your analysis, along with the Turnitin reports, to me (hardcopy) by the scheduled beginning time of the class in which it is due. Allow yourself the time needed to get the Turnitin reports accomplished (usually 24 hours with each submission to Turnitin). Late submissions of assignments, including the Turnitin report, will receive an entire letter grade deduction. It is YOUR responsibility to allow adequate time for submission and resubmission through Turnitin. It usually takes two submissions of your document to get within the required 5% matching. In the event of emergency, please contact me via email for alternative instructions. The best way to contact me is via email (cadykman@stthom.edu).

3. Course Catalog Description

The purpose of this course is to provide the student with an in-depth study of the impact of cultural variations on managerial practices within global organizations. Topics include cultural variations in organizational strategy, motivating employees, leadership styles, group dynamics, and managerial direction and control. Political and economic risk and human resource implications are addressed. This course utilizes lectures, case studies and/or experiential assignments in addition to readings.

4. Program Goals and Objectives:

The Master of Business Administration has six goals. When students complete the MBA at the University of St. Thomas:

1. They will be able to effectively lead and participate in a team project.
   - Objective 1: Graduates can demonstrate appropriate group techniques to participate in a team task that results in effective performance.
   - Objective 2: Graduates can demonstrate effective leadership skills in a group project.

2. They will integrate multi-disciplinary approach in collecting, synthesizing, and analyzing all relevant information to make sound business decisions.

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3. They will recognize current trends in the global business environment and identify opportunities for competition and collaboration.
   - Objective 1: Graduates can identify current trends in the global business environment.
   - Objective 2: Graduates can formulate how these trends can generate competitive advantage.

4. They will be able to discern ethical and moral behavior and articulate ethical and moral standards for themselves as well as for corporations and the larger society.
   - Objective 1: (Detection) Graduates can recognize the ethical and moral issues implicit in a business situation.
   - Objective 2 (Knowledge) Graduates can describe and use ethical and moral frameworks applicable to business situations.
   - Objective 3 (Ability in action) Graduates can come up with a variety of ethical alternatives for resolving or at least addressing, a problem in business.

5. They will be able to communicate effectively
   - Objective 1: Graduates can deliver a professional presentation.
   - Objective 2: Graduates can produce written materials that flow logically and are grammatically correct.

6. They will demonstrate understanding of the perspectives and context of business.
   - Objective 1: Graduates can demonstrate management specific skills and competencies.

5. Course Learning Objectives

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

- Work effectively within a team to develop and present a problem analysis and recommendations for a specific organization through case study analyses (Goals #1 (1&2), 5 (1), and 6 (1))
- Utilize various resources to analyze specific international organizational situations to support effective decision making (Goal 2 (1&2))
- Demonstrate understanding of the major Management dilemmas that arise when working internationally and develop successful approaches for addressing these dilemmas (Goal #3 (1&2))
- Identify and address various perspectives regarding ethics when working internationally (Goal 4 (1, 2 &3))

6. Texts, Readings, Materials

Required text citation: There is one required text for this class. This is largely a case study/discussion based course; and you will be responsible for the entire contents of the cases and our text for the exam. We shall discuss the chapters and your contributions to the discussions will be very important and will be reflected in your grade in this class. The required text is:

The cases you will need are:

- Beer for All: SABMiller in Mozambique (Ivey case #9B14M026)
- Textron Ltd. (Ivey case #9B01M070)
- Olly Racela in Bangkok (Ivey case #9B04C010)
- Arla Foods and the Cartoon Crisis (Ivey cases #9B08M005 (A) and 9B08M006 (B))

Each will cost about $4.00 and you can pay online (for either download or hard-copy to be mailed to you) using a credit card. I have included a document in the course BB site that will help you learn how to do effective case study analyses if this is a new skill for you. This document is not something that you will be following for your assignments in this class, as I will pose questions to which you will respond for each of your analyses and for the exam. However, this document should be helpful in teaching how to read a case most efficiently, what to look for as you are reading, etc.

Your exam in this class will be an essay exam focused on the Olly Recaela in Bangkok case and is intended to inspire you to integrate our discussions as well as the written materials in the cases and text. You can see why attendance in the class sessions becomes important in earning the grade you wish. I will be evaluating the quality of your participation during each class session. I expect to be able to assess whether you have read the assigned chapters and thought about the issues presented before you come to class.

The final case above may be somewhat disturbing to you as it deals with current and very sensitive issues. It is intended to help you bring all of the things that you have learned during the semester together in an analysis of a very serious business, cultural and social situation. It will not be necessarily easy case upon which to focus, but please trust me that you will learn important skills and perspectives through working with this case. This will test your creativity, your critical thinking, your sense of empathy, etc.

Supplementary readings: I will provide handouts, from time to time, about topics related to International Management practices and dilemmas. These will also be posted on our class site on Blackboard.

Suggestions for further study: I encourage students to read periodicals such as Forbes, Fortune, Business Week, The Economist, and Wall Street Journal. This type of reading is essential for success in a business career and all of these periodicals cover International Management issues very frequently. I will provide student subscription discounts for those periodicals that send them to me.

All students are encouraged to attend three workshops during the semester. These are provided by the Cameron School of Business and are intended to improve skills and enhance your learning in the program. The schedule of workshops, many of which are online, is available on the class Blackboard site.

7. Instructional methods:

This is a very discussion oriented class. Think about the blessings of a combined class that includes Masters in International Business Students, general MBA Students and MBA Students pursuing a concentration in International Business. What a wealth of interests, experiences, and talents you all will bring to the discussions, providing tremendous opportunities for learning from the perspectives and backgrounds of each other. I am always excited about the wonderful possibilities presented to us by the students enrolled in MIB6351/MBA5351. And I am NEVER disappointed!

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There is a serious amount of work outside of the class sessions. That is the reason that there will be several evenings in which class will not meet. This is provide you the time needed to prepare for your contributions to our robust discussions over the chapter materials, the videos, the PowerPoint lectures, etc. that will be required. I am VERY serious about the importance of your participation in our class discussions. Each of you are expected to participate in each and every discussion that we have, making MEANINGFUL contributions to our discussions, based on your critical thinking about the assigned readings and course materials. You simply will not be able to successfully complete this class without doing so. You are expected to read the chapters and other materials assigned PRIOR to the class meeting in which they will be discussed. You just cannot learn this material well without reflection on your own experiences at work or in organizations. You need to be prepared to discuss the chapter contents and the businesses and organizations that are highlighted within each chapter.

This is NOT a lecture-based class. This is a “flipped” class; in the sense that your assignments are to be accomplished outside of the class meetings. This includes the reading, the review of course materials and the critical thinking that should be stimulated by these materials. Then you will come to class and discuss what you have learned, questions you might have, your personal evaluation of what you have read and viewed, etc. There are some questions posed at the end of each PowerPoint slide deck. These are given to help you think more deeply about the chapter materials. They are NOT intended for you to bring answers to class. So please do NOT develop answers, write them down and then read them back to me if I ask you a question. I may be asking different provocative questions and there will be a minimum of lecture. I may focus on the Applications (small cases with questions) embedded in each chapter and other questions that I think will help you to understand the material. Serious and enlightened questions that you might have after you have read a chapter should be asked in class – it will aid in the quality of our discussions and will be reflected in your grade.

I encourage you to assume responsibility for what you learn in this class. Of course, I am always here to help with your understanding, so bring any questions about what you are reading and we will talk about them within the class itself. Please do NOT wait until after class to ask your questions. Do NOT come up after class and ask questions about the content or class requirements. If you do so, I will request that you ask that question at the start of the next class meeting. This is because I want all class members to learn from our discussions. In any business setting, you must be able to speak up and contribute to important discussions. Questions are good and will help your participation grade immensely – they show me that you are thinking critically about what you have read. Please set an appointment with me if you have questions of a personal nature to discuss with me.

See the participation rubric on our class blackboard site to understand how to get the participation grade you want. I will call on students randomly, so please be prepared for that. Raising your hand to offer question or insights is a good thing. But don’t be surprised if I don’t always call on you. As you know, it is often true that several people will dominate the conversation every day and that is NOT a good thing. Please try to monitor that yourself. I will call on those who seem reluctant to volunteer during class discussions. I will issue you a “grade to date” assessment regarding your participation around midterm. Remember, quality counts, evidence of your reading of the assigned materials counts, penetrating questions count, etc. Be prepared to discuss all of the assignments to be covered in each class session.

With only 2 hours and 45 minutes for each class session, we move through the assigned textbook readings very quickly. I have made my PowerPoint slides available to you in the BB site – so please avail yourselves of the information and links included in those slides. They will be released to you at the end of the preceding class session, giving you at least a week to prepare for the next class meeting. You will be responsible for that content.

You are expected to read all of the case studies in depth in order to prepare for your written analyses of the cases. The Arla cases will be read individually and then your analysis will be developed as a team effort. Each of you will be assigned to a three-four person team for your Arla Foods case analyses work and presentation. Your team
will present an analysis of the Arla Foods cases, with an emphasis on specific focused questions that I distribute for each team.

Rubrics will be used to evaluate your case presentations (as a group and as individuals - see presentation rubric). You will be given an opportunity to evaluate the contributions of your team members in the presentation case work (see peer evaluation rubric).

8. Technology

1) You are expected to conduct online research to support the case analyses and use general productivity office software to complete assignments.

2) Course syllabus and documents will be available on the UST Blackboard site. All Course Documents are found in the Course Document section of our BB site. The MIB 6351 class is the “child” of the MBA 5351 class, so all of you will be able to access your info in the MBA 5351 site.

3) Submission of case analysis (in Word format) through Turnitin.com. A DUMMY assignment has been created for you in Turnitin and you should practice with this so you know how to generate the reports and are able to hand them in when required. Late assignments/Turnitin reports will receive a letter grade reduction in grade.

4) TURNITIN CLASS ID = 13145757; TURNITIN PW = IntMgt

5) Be certain you understand APA guidelines for reference citations. Guidelines for referencing sources in correct APA format are provided on our website. Do NOT rely on assistance from the UST Learning Center – follow the Guidelines that I post for this class.

6) Students are expected to access their UST email accounts. All email communications from the professor will be via the email list in Blackboard which sends emails to the UST email account of each student. If you do not regularly access this account it is IMPERATIVE that you have your email forwarded to the account which you regularly use. You are responsible for receipt of my email communications.

9. Course Tentative Schedule**:

<table>
<thead>
<tr>
<th>Assignments of topics, exams</th>
<th>Due dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductions and Course Overview</td>
<td>8/24</td>
</tr>
<tr>
<td>Read Chapters, view slide decks, including all videos, prepare for discussion.</td>
<td></td>
</tr>
<tr>
<td>Ch. 1 – The New Global Realities</td>
<td>8/31</td>
</tr>
<tr>
<td>Ch. 2 – The New Global Managers</td>
<td></td>
</tr>
<tr>
<td>Read Chapters, view slide decks, including all videos, prepare for discussion.</td>
<td></td>
</tr>
<tr>
<td>Ch. 3 – The Cultural Environment</td>
<td>9/7</td>
</tr>
<tr>
<td>Appendix A (Page 417)</td>
<td></td>
</tr>
<tr>
<td>Practice with Turnitin DUMMY</td>
<td></td>
</tr>
<tr>
<td>Read Chapters, view slide decks, including all videos, prepare for discussion.</td>
<td></td>
</tr>
<tr>
<td>Ch. 4 – The Organizational Environment</td>
<td>9/14</td>
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<tr>
<td>Ch. 5 - The Situational Environment</td>
<td></td>
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<tr>
<td>Be certain you are reading the Beer for All: SABMiller in Mozambique Case.</td>
<td></td>
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<tr>
<td>Allow time for multiple reviews through the Turnitin system.</td>
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</tr>
<tr>
<td>No Class Meeting – Work on your written analysis of the Beer for All: SABMiller in Mozambique. Focus on the questions posed to frame your analysis and tie your analysis into what you have been reading to date in the textbook. Your analysis should be written in Word, with a single-spaced two page limit (not including required bibliography or not required cover pages-no abstract needed). Assignment</td>
<td>9/21</td>
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| Date     | Assignment Details | Reading/Preparation
|----------|--------------------|---------------------|
| 9/28     | Case analysis due by start of class on 9/28. Three items will be turned in – Turnitin copy of your case analysis with the matches highlighted, Turnitin report with match percentage (5% maximum) and the paper itself. See writing rubric on Blackboard site. You MUST conform to the BlackBoard posted APA Guidelines for any references used. Hard copy only- no online submissions. | Read Chapter, view slide decks, including all videos, prepare for discussion. Ch. 6 – Communicating Across Cultures
| 9/28     | Discussion of Beer for all: SABMiller in Mozambique case | Participation Grade to date distributed
| 10/5     | No Class Meeting – Work on your written analysis of the Textron, Ltd. Case. Focus on the questions posed to frame your analysis and tie your analysis into what you have been reading to date in the textbook. Your analysis should be written in Word, with a single-spaced two page limit (not including required bibliography or not required cover pages-no abstract needed). Assignment due by start of class on 9/28. Three items will be turned in – Turnitin copy of your case analysis with the matches highlighted, Turnitin report with match percentage (5% maximum) and the paper itself. See writing rubric on Blackboard site. You MUST conform to the BlackBoard posted APA Guidelines for any references used. Hard copy only- no online submissions. | Read Chapters, view slide decks, including all videos, prepare for discussion. Ch. 7 – Negotiating Global Agreements Ch. 8 – Leading Global Organizations Be certain you are reading the Textron, Ltd. Case and drafting your analysis with time allowed for multiple submissions through Turnitin if needed
| 10/12    | No Class Meeting | Textron, Ltd. written (Word format) analysis due prior to start of class (hard copy). Two page single-spaced limit. Three items will be submitted – Turnitin copy of your case analysis with the matches highlighted, Turnitin report with match percentage (5% maximum) and the paper itself. See writing rubric in class Blackboard site. You MUST conform to the APA Guidelines posted in our class BB site for any references you use. Bibliography (required) is not part of the page count and cover page and abstract are not needed. | Read Chapter, view slide decks, including all videos, prepare for discussion. Assignment to Team-Distribution of Arla Foods Case Presentation Focus Questions Ch. 9 – Managing a Global Workforce Ch. 10 – Working with Global Teams
| 10/19    | Textron Ltd. Case analysis due- 2 page limit. Turnitin limit of 5% matching | Read Chapter, view slide decks, including all videos, prepare for discussion. Ch. 11 – Living and Working Globally Ch. 12 – Epilogue – The Journey Continues
| 11/2     | No Class meeting. Time for Team Meetings to prepare your Arla Foods case presentations. | No Class meeting. Time for Team Meetings to prepare your Arla Foods case presentations. Read Ollly Racela in Bangkok case in preparation for the class exam
| 11/9     | No Class meeting | Exam in class. You will be allowed two hours for the exam which will be based on the “Ollly Racela in Bangkok Case” and will allow you to integrate all that you have learned during the semester.

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No Class Meeting – Finalize your Arla Foods Presentations.  
Prepare to enjoy Thanksgiving with family and friends.  
Class Team Presentations – Arla Foods and the Cartoon Crisis (Ivey - #9B08M005 (A) and 9B08M006 (B) (See the presentation rubric on our class Blackboard site)  

** The above schedule and procedures in this course are subject to change in the event of circumstances beyond the instructor's control. The course schedule provided here is intended as a guide. Changes may be made if opportunity for a guest speaker is presented or other changes to schedule are needed.

10. Course Policies

** Please read these policies – I take them very seriously and they are IMPORTANT to your success in this class. 

- **Academic Integrity** – Please understand that I am committed to honesty in your academic endeavors. This is YOUR education – and I expect that you will hand in only your own written work, properly referenced and cited as needed. Your work will be submitted through a system that will assess the originality of your work and there is a NO TOLERANCE policy. Plagiarism will **NOT** be tolerated. There will be no excuses. We will discuss what this means. Your job is to do the best that you can and to make sure that your work is your own. Do not hesitate to ask me for clarification of my policies. Part of my job is to help you understand how intellectual property is valued and what this means in terms of your academic work. Intellectual Property is a uniquely Western concept and does not have the same meaning around the world. I urge you to take the workshop tutorial regarding plagiarism.

- **The grade of “F” will be awarded in the case of academic dishonesty, such as plagiarism or cheating on the examination. When using Turnitin for your submissions, you will be allowed to submit a draft, evaluate the report you receive, make appropriate corrections and then resubmit the final document to Turnitin for my review and assessment. You will be permitted to submit multiple drafts, but each draft, after the first, will take about 24 hours to process. Practice with the DUMMY in Turnitin to see how this all works. All items are due at the start of the class in which they are due – there are no acceptable excuses for missing these deadlines, so be certain you understand the impact of a one grade reduction if you do not meet the deadline. Deadlines and time schedules are also a uniquely Western issue and differing views of time present many hurdles in international work. We will discuss this, but be certain that you understand that my perception of time is **NOT fluid – the deadline is the deadline. You have a 5% matching limit.**

- **Attendance** will be taken in every class. You are expected to attend every scheduled class – it is a professional commitment that you have made. Class begins promptly as scheduled and I consider consistently arriving late to be unprofessional. Missing more than two scheduled classes will result in a one letter grade reduction in your grade for the class. This class starts at 7:00 PM and you are expected to arrive on time. I will record late arrivals and three late arrivals will count as one missed class. Of course, there is five minute grace period – I realize you will be coming from other classes.

- **Class Participation** - I expect a high level of participation in class discussions. Asking questions and seeking clarification is at the heart of our work in business. Please bring your questions and insights to class and engage actively in the discussions. Quality, not quantity of contribution will be evaluated. Please do not fear this process – learning to be active in such discussions is something you learn how to do – we are not born with this skill. We will work on this skill together. Participation represents a substantial part of your grade in this class (30%). See participation rubric on our class blackboard site.

- **Serious Effort** - As I approach my classes with openness to a variety of opinions and a desire for critical thinking by my students, you may assume that I am relaxed in my evaluation of student efforts. I consider it a privilege to lead you to a deeper understanding of international management and all that it entails. However, I take my work VERY seriously and I expect that you will approach your work in this

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12. Available Support Services:

- Library Resources: http://www.stthom.edu/library_research/index.aqf
- Learning and Writing Center (LWC): See Content Area Tutor Schedule
- Workshop Schedule – see on our class Blackboard site

Doherty Library personnel will assist you in accessing online databases available to UST students. In Crooker Center there is a Writing and Learning Center Lab and Tutoring Center where you can receive assistance in improving your writing skills and your class content knowledge. Do NOT rely on the Learning Center for APA help – use the document I have posted in our class BB site. All graduate students in the Cameron School of Business (CSB) are enrolled in Blackboard based resource sites that include resources recommended by CSB faculty and librarians for CSB. If you do not have access to this site, please send an email to georgeb@stthom.edu.

The Cameron School of Business at University of St. Thomas

MISSION STATEMENT

Inspired by the Basilian Fathers’ motto of Goodness, Discipline and Knowledge, the Cameron School of Business provides a comprehensive, high quality, ethically oriented business education to a diverse student body enabling graduates to serve as leaders of faith and character in a global economy.

Academic Honesty Ethical conduct is essential to a community of scholars and students searching for truth. Anything less than total commitment to honesty and honorable conduct undermines the efforts of the entire community. Academic integrity lies at the very heart of any institution of higher learning. In the Cameron School of Business, students and faculty are expected to commit to a code that exemplifies each individual's honor and integrity. Any conduct that violates this standard and betrays the respect of others is a matter of grave concern and, accordingly, is deemed unacceptable.

Accommodations Any student with a documented disability needing academic accommodations is requested to speak with me as early as possible. All discussions will remain confidential. The University of St. Thomas abides by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, which stipulates that no student shall be denied the benefits of an education "solely by reason of a disability." If you have a documented disability that may impact your performance in this class and for which you may require accommodations, you must be registered with and provide documentation of your disability to Counseling and Disability Services which is located on the second floor of Crooker Center. Contact Rose Signorello at 713-525-3162.

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