

**UNIVERSITY OF TEXAS AT EL PASO**

**Instructor:** Kathleen Towle  
**Classroom:** BUSN 332  
**Class Meeting Time:** **Mondays and Wednesdays 10:30 -11:50 am**  
**Contact:** Send messages through **Blackboard Course Messages/4325**  
For emergencies you can send me messages via Whatsapp or Text message (703)407 4150.

**Office Hours:** **Monday and Wednesdays from 11:50 – 1:20 pm.**  
**Room BUSN 315**  
**Remote via Zoom** By appointment. You can schedule a meeting via Blackboard Course Messages.

**Course Introduction**

Globalization has changed the way that we conduct business. Improvements in technology, communication and transportation have allowed international business to touch us daily in a variety of ways: from products that we buy to services that we receive. This course analyzes the key elements that affect managers as they conduct business around the globe. The course's ultimate goal is to develop critical thinking to evaluate the merits and demerits of different international management situations, and to be able to make decisions that will lead successful business ventures.

As part of the class, you need to regularly read printed or on-line business publications to increase your understanding of business and finance. Please feel free to ask any questions you have related to this reading.

## Course Learning Objectives

Objective	Bloom's Taxonomy	Activities	Assessments
1. Describe the global business setting and how managers can respond to international business challenges	Remember, understand, apply and evaluate	In-class discussions, activities and lectures, videos, business related articles, online activities, case discussions	Exams, Case Rubrics, MyLab Activities/Homework , Class discussion participation
2. Recognize how and why cultural, political, and economic environments affect international businesses and management	Remember, understand, apply and evaluate	In-class discussions, activities and lectures, videos, business related articles, online activities, case discussions	Exams, Case Rubrics, MyLab Activities/Homework, Class discussion participation
3. Explain what is required for managers develop international strategies for their companies: from communication, procurement, production, distribution, marketing and sales.	Analyze, evaluate, apply, create	In-class discussions, activities and lectures, videos, business related articles, online activities, case discussions and final team project	Exams, Case Rubrics, MyLab Activities/Homework, Class discussion participation, Final Team Project assessment rubric
4. Assess the importance of human resource management on an international/global perspective.	Analyze, evaluate, apply, create	In-class discussions, activities and lectures, videos, business related articles, online activities, case discussions and final team project	Exams, Case Rubrics, Activities/Homework, Class discussion participation, Final Team Project assessment rubric

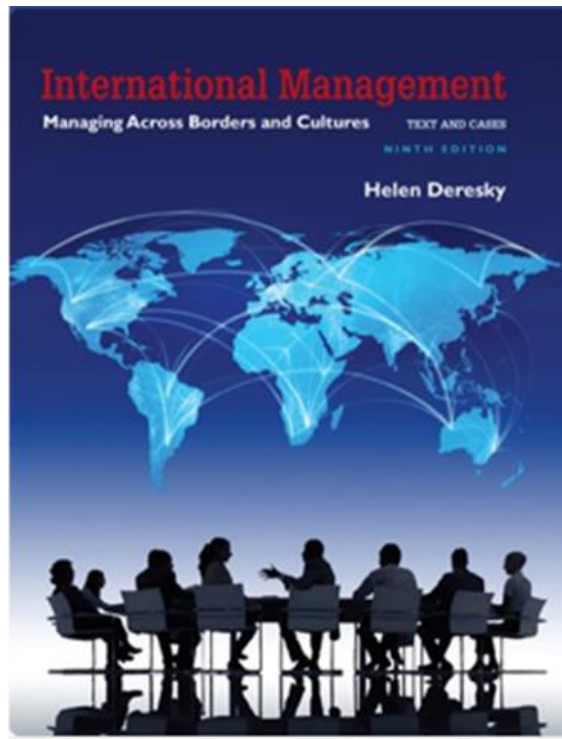
## Prerequisites

MGMT 3303

## Required Materials and Tools

Textbook

International Management



*1 - International Management*

- **Managing Across Borders and Cultures, Text and Cases**  
**by: Helen Deresky**  
**Publisher: Pearson**

Print ISBN: 9780134376042, 0134376048

e-text ISBN: 9780134379616, 0134379616

Edition: 9th

The textbook is required for the MGMT 4325 course. In order to succeed in this course, you must purchase all required materials no later than the first week of classes. It can be digital or printed version through the publisher website.

- **Harvard Business School Cases.** Instructions for registering and downloading the cases will be published on Blackboard Learn

## Participation and Coursework

Active participation is a very important and expected component of the course. In order to succeed in this class, you must attend class faithfully and participate.

## Grades

Your performance in the course will be assessed in multiple ways. You are required to participate in different activities, which will enhance both the comprehension and application of all course concepts.

Grading Elements	Points	%
Quizzes	300	30%
Cases	180	18%
HW, Classwork & Surveys	165	14%
Contract and Team Assessment	40	4%
Final Project & Presentation	250	25%
Participation & Attendance	65	7%
Total	1000	100%

### Quizzes (30%)

Once we review 2-3 book chapters, a quiz will be scheduled. Quizzes will cover material discussed in class and/or assigned for reading outside the classroom. They will be done in the beginning of the class (15-20 min), and they will be multiple choice and/or short answer.

If you miss a quiz due to medical reasons and your instructor has accepted this as a justified excuse, you will be able to sit for a make-up quiz. The time and date will be arranged by the instructor, and it will be no later than Dec 7<sup>th</sup>. You must provide official documentation from a physician in order to seek an excused absence from an exam. The instructor will review and verify this information and then consider a possible make-up exam. Make-up exams cannot be given for any other reason

### Participation and Attendance (7%):

Class Participation will be an important component to each student's final grade. All students are expected to be prepared for class and participate in class discussions and assignments. Student participation is greatly encouraged, whether is in the form of questions, answers, assignments, opinions, or ideas. The instructor welcomes all forms of meaningful participation. Therefore, students who are present and active in class in a meaningful way will receive the full credit allocated to

participation.

**Each class will begin with a current event discussion. All students have to be prepared to present and to discuss current events that are pertinent to the class.**

Additionally, we will review cases published in the book on a regular basis in class. You need to come prepared to discuss them in class. If a student is not prepared, this will affect his/her participation grade for that day.

### **Homework, Surveys and Classwork (14%)**

Homework will be announced in class and /or will be Published on Blackboard Learn, and it will have to be submitted via Learn (NOT E-MAIL) **Late homework will not be received**

Some assignments will be assigned during class. If a student is absent during a class where classwork is assigned. The student will automatically get a zero on that assignment. If a teammate adds the name on an assignment of a student that is absent, the entire team will receive a zero on that assignment.

### **Team Contract, Self and Team Assessments (4%)**

An important part of the class will be to work in teams. Therefore, you will start by setting the ground rules for your team by creating a contract that all team members will have to sign. During the semester, each team assignment must be signed by participating team members (by adding your names). Please do not add the name of any team member that did not participate in the assignment. It is not fair that you do the work and someone else gets the credit.

At the end of the semester, you will self-assess, and you will evaluate your teammates. If you fail to do the team assessment, you will lose that portion of your grade regardless of how your teammates evaluated your performance.

### **Written Case Assignments (18%)**

Case assignments from Harvard Publishing (3 – 4 cases) will have to be analyzed, written up and submitted via Blackboard Learn (NOT E-MAIL). These cases will be done in teams of up to 4 students. Instructions will be provided on Learn.

**Once the case is discussed in Class I will not receive any more assignments. If you cannot make it to class that day, make sure to submit your paper prior to class. You will only be credited for the written portion of the case and not the participation in class.**

### **Final Project (25%)**

- The final project will consist in creating an expansion project to open a

- branch/subsidiary of a business (existing or new) in a foreign country.
- The project will have to include the analysis of international management considerations (culture, market, legal environment, strategy, personnel, etc.) required to open and operate the business abroad
  - The project will be done in teams of 4 to 5 students.
  - It will require a written paper as well as a presentation to the “Company Shareholders” (a.k.a. the class) to sell your expansion project. The class assessment will be part of your grade.

Final grades will be assigned as follows:

90 and above: A  
80 and below 90: B  
70 and below 80: C  
60 and below 70: D  
Below 60: F

#### Grading Rubrics and Written Assignment guidelines

Assignments have grading rubrics that have been posted on Blackboard. These can help as a guide for you as you work on assignments, as well as for feedback on graded assignments. If you have questions regarding the rubrics, please let me know.

All research papers, term papers, or other writing intensive assignments must adhere to APA style. Students are expected to submit all papers with appropriate citation, references, etc. If you are unsure of the parameters of this writing style, please contact the instructor within the first week of classes for further information. Style guides

#### Due Dates

All Course work will be **due during class or at 11:59pm on the day listed per activity**. The instructor will not accept any late assignments. *The grade for late or missed assignments will be 0 (zero)*. All assignments must be turned in or completed on time. However, if you missed work because of a medical reason, please provide a doctor’s note.

*If you have tested positive for COVID-19, you are encouraged to report your results to [covidaction@utep.edu](mailto:covidaction@utep.edu), so that the Dean of Students Office can provide you with support and help with communication with your professors. It is important to follow all instructions that you receive as part of the diagnosis, including isolation and staying at home until a negative test is produced.*

*If you experience COVID-19 symptoms, please follow the isolation protocol by staying at home and getting tested as soon as possible. If the test is negative but you are still seeking accommodations, please contact the Dean of Students Office for guidance in a timely manner. Your instructor will work with the Dean of Students Office to determine the extent of any such accommodations.*

*We strongly encourage you to think and act proactively in all matters related to COVID-19 and your academic endeavors. The Center for Disease Control and Prevention recommends that people in areas of substantial or high COVID-19 transmission wear face masks when indoors in groups of people. The best way that Miners can take care of miners is to get the vaccine. If you still need the vaccine, it is widely available in the El Paso area, and will be available at no charge on campus during the first week of classes. For more information about the current rates, testing, and vaccinations, please visit [epstrong.org](http://epstrong.org).*

Please follow the link for the latest University policies related to COVID-19:

<https://www.utep.edu/resuming-campus-operations/faqs/faculty-and-staff.html#>

### **Course Expectations:**

Students are expected to interact in a professional, non-adversarial manner and produce work of utmost academic rigor. There are no shortcuts, easy solutions, and magic involved in any of this work. Do not assume that there will be second chances, retries, do-overs, extra credit work, etc. Be sure to put all your effort in doing things right the first time around. I am quite aware of the fact that this is a learning process, and I will do my best to help you along the way. Nonetheless, the major effort should be your effort and not mine or that of your classmates. Independent thinking and strong work ethic are two valued assets of successful businesspeople. Developing and/or enhancing these skills will have a major payoff throughout your careers.

### **Class Policies:**

- It is best to **read the assigned material prior to class.**
- **Arrive on time** (5 minutes early or earlier take your seat quickly and quietly. Be ready to answer the first participation question. Late arrivals will not be tolerated. If you consistently arrive late, we will submit an administrative withdrawal from the course on your behalf. Needless to say, consistent late arrivals will have a detrimental effect on the participation grade that you receive in the course.
- Laptops, tablets, and mobile phones are allowed in class as long as they are used for class-related activities. That is,

surfing the Web aimlessly, responding to e-mail, texting not related to class, updating your Facebook site are not acceptable uses. Please do not put me in the position of having to ask you to turn off your laptop, phone, or other mobile device. After the first incident of portable equipment misuse, you will not be allowed to use it in the classroom for the remainder of the course.

- If you must leave early, please let me know beforehand.
- The instructor reserves the right to ask any students disrupting the normal flow of course activities to leave the classroom. Also, during exams you are to sit quietly before you receive the exams materials, during the exam, and after you finish the exam. Please respect the right of your fellow students for peace and quiet during exams.
- Make up exams are only possible with an approved medical excuse. You must show the instructor a note from your physician justifying your absence from an exam. The bottom line is that make-up exams can only be provided for documented medical excuses.
- The instructor will not accept any late assignments. The grade for late assignments will be 0 (zero). Pleading your case and/or begging for mercy will not be tolerated. All assignments must be turned in or completed on time.
- If you have a disability or feel you might have a disability and need assistance, contact the Center for Accommodation and Support Services at 747-5148 or go to Room 106 Union East or send them a message (cass@utep.edu).
- All faculty and staff at The University of Texas at El Paso are fully committed to your success. While we all do our best to navigate through challenging issues and circumstances on our own, it is often extremely useful to seek support from others. If you face a difficult personal situation, there are experts at UTEP that can help you. Please contact Counseling and Psychological services in Room 202 Union West or send them a message (caps@utep.edu).

### Drop Policy

To drop this class, please contact the [Registrar's Office](#) to initiate the drop process. Make sure to initiate the process prior to the last Drop Date. If you do not, you are at risk of receiving an "F" for the course.



## Accommodations Policy

The University is committed to providing reasonable accommodations and auxiliary services to students, staff, faculty, job applicants, applicants for admissions, and other beneficiaries of University programs, services and activities with documented disabilities in order to provide them with equal opportunities to participate in programs, services, and activities in compliance with sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990 and the Americans with Disabilities Act Amendments Act (ADAAA) of 2008. Reasonable accommodations will be made unless it is determined that doing so would cause undue hardship on the University. Students requesting an accommodation based on a disability must register with the [UTEP Center for Accommodations and Support Services](#).

## Scholastic Integrity

Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, and collusion. Cheating may involve copying from or providing information to another student, possessing unauthorized materials during a test, or falsifying research data on laboratory reports. Plagiarism occurs when someone intentionally or knowingly represents the words or ideas of another as ones' own. Collusion involves collaborating with another person to commit any academically dishonest act. Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. All suspected violations of academic integrity at The University of Texas at El Paso must be reported to the **Office of Student Conduct and Conflict Resolution (OSCCR)** for possible disciplinary action. To learn more [HOOP: Student Conduct and Discipline](#).

## Student Resources

UTEP provides a variety of student services and support:

- [UTEP Library](#): Access a wide range of resources including online full-text access to thousands of journals and eBooks plus reference service and librarian assistance for enrolled students.
- [Help Desk](#): Students experiencing technological challenges (email, Blackboard, software, etc.) can submit a ticket to the UTEP Helpdesk for assistance. Contact the Helpdesk via phone, email, chat, website, or in person if on campus.
- [University Writing Center \(UWC\)](#): Submit papers here for assistance with writing style and formatting, ask a tutor for help and explore other writing resources.
- [Math Tutoring Center \(MaRCS\)](#): Ask a tutor for help and explore other available math resources.
- [History Tutoring Center \(HTC\)](#): Receive assistance with writing history papers, get help from a tutor and explore other history resources.
- [Military Student Success Center](#): UTEP welcomes military-affiliated students to its degree programs, and the Military Student Success Center and its dedicated staff (many

of whom are veterans and students themselves) are here to help personnel in any branch of service to reach their educational goals.

- [RefWorks](#): A bibliographic citation tool; check out the RefWorks tutorial and Fact Sheet and Quick-Start Guide.

## Tentative Class Schedule

Week #	Class meeting #	Day of Week	Date	Topic
1	1	M	22-Aug	Introduction to Class Chapter 1: Assessing the Environment: Political, Economic, Legal, Technological
	2	W	24-Aug	Chapter 1 Assessing the Environment: Political, Economic, Legal, Technological
2	3	M	29-Aug	Chapter 2: Managing Interdependence: Social Responsibility, Ethics, Sustainability
	4	W	31-Aug	Chapter 2 Managing Interdependence: Social Responsibility, Ethics, Sustainability
3	5	M	5-Sep	Labor Day
	6	W	7-Sep	Case 1
4	7	M	12-Sep	Quiz Chapters 1-2 Chapter 3 Understanding Role of Culture
	8	W	14-Sep	Chapter 3 Understanding Role of Culture
5	9	M	19-Sep	Chapter 4 Communicating Across Cultures
	10	W	21-Sep	Chapter 4 Communicating Across Cultures
6	11	M	26-Sep	Chapter 5 Cross-Cultural Negotiation and Decision Making
	12	W	28-Sep	Quiz Chapters 3- 4 Chapter 5 Cross-Cultural Negotiation and Decision Making
7	13	M	3-Oct	Case 2
	14	W	5-Oct	Chapter 6 Formulating Strategy
8	15	M	10-Oct	Chapter 6 Formulating Strategy
	16	W	12-Oct	Quiz Chapters 5 - 6 Chapter 7 Implementing Strategy: Strategic Alliances, Small Businesses, Emerging Economy Firms
9	17	M	17-Oct	Chapter 7 Implementing Strategy: Strategic Alliances, Small Businesses, Emerging Economy Firms
	18	W	19-Oct	Chapter 8 Organization Structure and Control Systems
10	19	M	24-Oct	Chapter 8 Organization Structure and Control Systems
	20	W	26-Oct	In Class Activities
11	21	M	31-Oct	Quiz Chapters 7 - 8 Chapter 9 Staffing Training and Compensation for Global Operations
	22	W	2-Nov	Chapter 9 Staffing Training and Compensation for Global Operations
12	23	M	7-Nov	Chapter 10 Developing an Global Management Cadre
	24	W	9-Nov	Chapter 10 Developing an Global Management Cadre
13	25	M	14-Nov	Chapter 11 Motivating and Leading
	26	W	16-Nov	Chapter 11 Motivating and Leading
14	27	M	21-Nov	Quiz Chapters 9-11 Class Reflections
	28	W	23-Nov	Case 3
15	29	M	28-Nov	Final Project Presentations and Discussions
	30	W	30-Nov	Final Project Presentations and Discussions
16	31	M	9-Dec	Final Project Presentations and Discussions