

UNIVERSITY OF TEXAS AT EL PASO

Instructor: Kathleen Towle
Classroom: BUSN 319
Class Meeting Time: **Mondays and Wednesdays 9:00 - 10:20 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 12 – 1 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 |

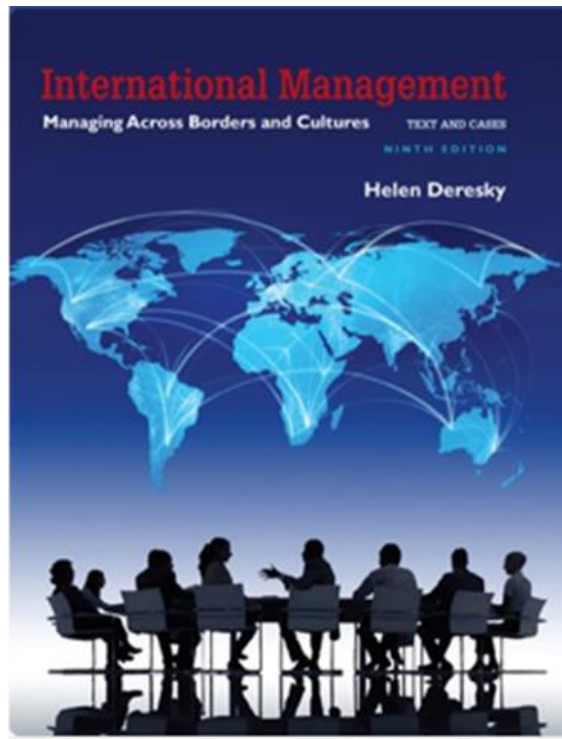
Prerequisites

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. 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 | 150 | 15% |
| HW& Surveys | 200 | 20% |
| Contract and Team Assessment | 40 | 4% |
| Final Project & Presentation | 250 | 25% |
| Participation & Attendance | 60 | 6% |
| 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 7th. 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 (6%):

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.

Team Work – Contract and Team Assessment. (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.

Homework, Surveys and Classwork (20%)

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.

Written Case Assignments (15%)

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

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.
- No audio or video recording may occur during class time unless the instructor has given expressed and written consent.
- 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).

Technology Requirements

Some course content is delivered via the Internet through the Blackboard learning management system. Ensure your UTEP e-mail account is working and that you have access to the Web and a stable web browser. Google Chrome and Mozilla Firefox are the best browsers for Blackboard; other browsers may cause complications. When having technical difficulties, update your browser, clear your cache, or try switching to another browser.

You will need to have access to a computer/laptop. You will need to download or update the following software: Microsoft Office, Adobe Acrobat Reader, Windows Media Player, QuickTime, and Java. Check that your computer hardware and software are up-to-date and able to access all parts of the course.

If you do not have word-processing software, you can download Word and other Microsoft Office programs (including Excel, PowerPoint, Outlook and more) for free via UTEP's Microsoft Office Portal. Click the following link for more information about [Microsoft Office 365](#) and follow the instructions.

IMPORTANT: If you encounter technical difficulties beyond your scope of troubleshooting, please contact the UTEP [Help Desk as they are trained specifically in assisting with technological needs of students. Please do not contact me for this type of assistance. The Help Desk is much better equipped than I am to assist you!](#)

Deadlines, Late work and Absence Policy

- Assignments will be due on the dates and times posted in Blackboard. Make sure to check Blackboard frequently so you do not miss any deadlines. No late work will be accepted if the reason is not considered excusable.

Make-up work will be given *only* in the case of a *documented* emergency. Note that make-up work may be in a different format than the original work, may require more intensive preparation, and may be graded with penalty points. If you miss an assignment and the reason is not considered excusable, you will receive a zero. It

is therefore important to reach out to me—in advance if at all possible—and explain with proper documentation why you missed a given course requirement. Once a deadline has been established for make-up work, no further extensions or exceptions will be granted.

ILLNESS PRECAUTIONS

Please stay home if you have symptoms of a communicable illness. If you are feeling unwell, please let me know as soon as possible, so that we can work on appropriate accommodations.

***EXCUSED ABSENCES AND/OR COURSE DROP POLICY**

I will not drop you from the course. However, if you feel that you are unable to complete the course successfully, please let me know and then contact the [Registrar's Office](#) to initiate the drop process. If you do not, you are at risk of receiving an "F" for the course.

ALTERNATIVE MEANS OF SUBMITTING WORK IN CASE OF TECHNICAL ISSUES

I strongly suggest that you submit your work with plenty of time to spare in the event that you have a technical issue with the course website, network, and/or your computer. I also suggest you save all your work (answers to discussion points, quizzes, exams, and essays) in a separate Word document as a backup. This way, you will have evidence that you completed the work and will not lose credit. If you are experiencing difficulties submitting your work through Blackboard, please contact the UTEP Help Desk. You can email me your backup document as a last resort.

INCOMPLETE GRADE POLICY

Incomplete grades may be requested only in exceptional circumstances after you have completed at least half of the course requirements. Talk to me immediately if you believe an incomplete is warranted. If granted, we will establish a contract of work to be completed with deadlines.

***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](#) (CASS). Contact the Center for Accommodations and Support Services at 915-747-5148, email them at cass@utep.edu, or apply for accommodations online via the CASS portal.

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, please visit [HOOP: Student Conduct and Discipline](#).

***GUIDANCE ON ARTIFICIAL INTELLIGENCE**

Students must cite any borrowed content sources to comply with all applicable citation guidelines, copyright law, and avoid plagiarism. Instances that violate these guidelines will be referred to the Office of Student Conduct and Conflict Resolution.

PLAGIARISM DETECTING SOFTWARE

Some of your course work and assessments may be submitted to SafeAssign, a plagiarism detecting software. SafeAssign is used to review assignment submissions for originality and will help you learn how to properly attribute sources rather than paraphrase.

***Course Resources:** Where you can go for assistance

UTEP provides a variety of student services and support:
Technology Resources

- [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.

Academic Resources

- [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.

- [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.
- [RefWorks](#): A bibliographic citation tool; check out the RefWorks tutorial and Fact Sheet and Quick-Start Guide.
- [The Miner Learning Center](#): Join peer-led study sessions in person or online to review content and discover study strategies in core curriculum courses.
- [UTEP Edge](#): UTEP's cross-campus framework for student success and empowerment – develops students' assets through high-impact experiences made possible by the expertise and dedication of faculty, staff, alumni, and community partners.

Individual Resources

- [Student Success Help Desk \(SSHD\)](#): Students experiencing challenges or obstacles to academic success including registration, financial, food, housing, and transportation resources may submit a ticket request assistance to studentsuccess@utep.edu
- [Military Student Success Center](#): Assists personnel in any branch of service to reach their educational goals.
- [Center for Accommodations and Support Services](#): Assists students with ADA-related accommodations for coursework, housing, and internships.
- [Counseling and Psychological Services](#): Provides a variety of counseling services including individual, couples, and group sessions as well as career and disability assessments.
- [UTEP Food Pantry](#): Non-perishable food items are available to students who are currently enrolled in classes. Bring a Miner Gold Card to Memorial Gym, Room 105, Monday through Friday, 10 a.m. to 2 p.m.
- [Title IX](#) : Our classroom and our university should always be spaces of mutual respect, kindness, and support, without fear of discrimination, harassment, or violence. Should you ever need assistance or have concerns about incidents that violate this principle, please access the resources available to you on campus via the Title IX Coordination.

Tentative Class Schedule

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