

SPRING 2025 MGMT 4325 International Management

Who is responsible for the design & delivery of this course?

Instructor

Bill Conwell

CRN

27384

Section

004

Office:

CoBA Room 258

Class Location:

CoBA Room 309

Office Hours:

M & W; 10:00 am to 12:00 pm, M, T, W, & R; 3:00 pm to 5:00 pm, and by appointment

Class Days:

M & W

Class Hours:

1:30 pm to 2:50 pm

E-Mail:

wjconwell@utep.edu

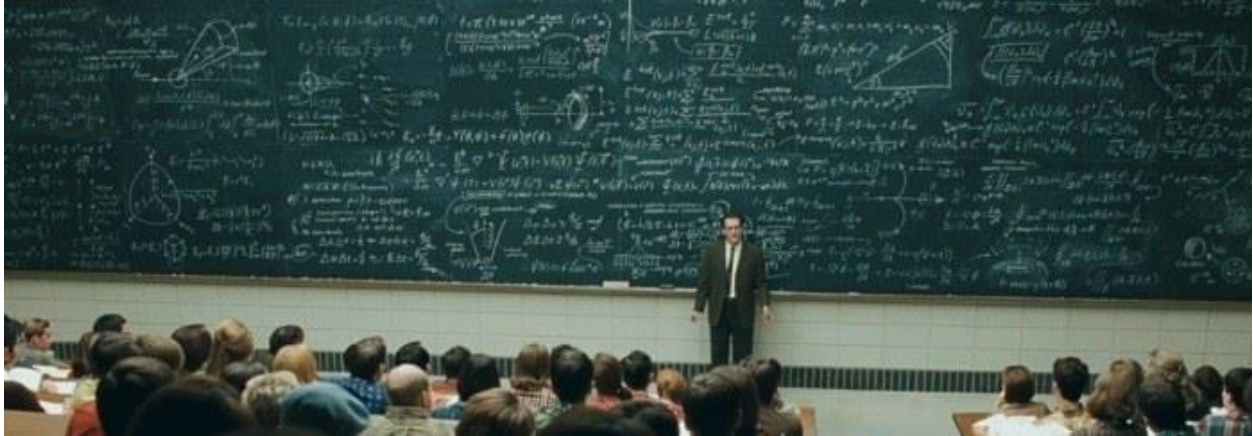
Phone:

915 747-7190

Semester:

Spring 2025

What course is this again?



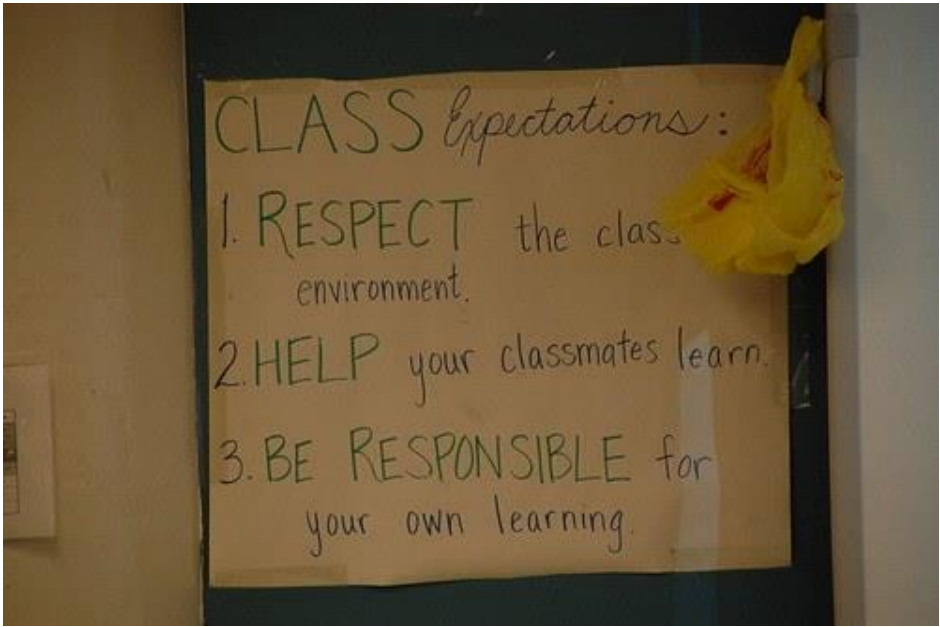
Catalog:

MGMT 4325: International Management

Course Description:

Here is what the catalog says: A study of the differences in managerial processes in organizations having international operations with an emphasis on traditional managerial activities. It is a cross-cultural approach to the study of management using the United States as a point of reference.

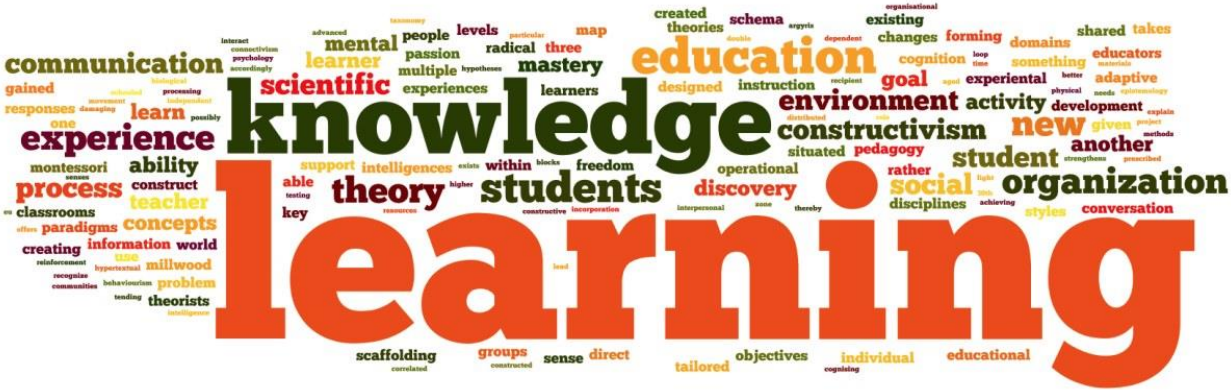
Course Expectations



I have four values that I hope will make clear the culture and expectations of this class and this course.

- Enlightenment
- Engagement
- Enjoyment
- Excellence

What am I going to learn?



Student Learning Outcomes:

- Although the global business environment may be shrinking, there are still differences, some obvious and some subtle, that must be considered.
- Structure, be it local or global, follows strategy.
- Refining and demonstrating proper people skills, on a personal and a professional level, are key to success.

What textbook will be required?

International Management, ©2021 by Helen Deresky and Stewart R. Miller, Publisher Pearson, ISBN 978-0-135-89787-4

How will the course be delivered?



- This course will be accomplished in a face-to-face classroom format.

- This course is designed using a modular format—that is, each day/class session is “packaged” in Blackboard as a single module so that all the materials, lecture notes, submission areas, discussion posts, quizzes/exams are in one area for a given session.
- Blackboard Ultra Course View format will be utilized to share class assignments and submissions and possibly quizzes. Recommended browsers are Google Chrome or Firefox. Any technology-related issues or problems should be handled through Student Technology Services at:
https://www.utep.edu/technologysupport/ServiceCatalog/Student_Services.html

How will we communicate?



- Here are the ways we can keep the communication channels open:
- Office Hours: I will have office hours for your questions and comments about the course. My office hours are in-person. However, you can request a virtual meeting, and I will send you a Zoom link. Please see the days and times at the top of this syllabus.
- Email: UTEP e-mail is the best way to contact me. I will attempt to respond to your e-mail within 24 hours of receipt. When emailing me, please email from your UTEP student e-mail account, and please **put the course number in the subject line**. In the body of your e-mail, clearly state your question. At the end of your e-mail, **be sure to put your first and last name and your university identification number**.

- Announcements: Check the Blackboard announcements frequently for updates, deadlines, or other important messages.

TECHNOLOGY REQUIREMENTS



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

You will need to have or have access to a computer/laptop. You will need to download or update the following software: Microsoft Office, Zoom, Adobe, Flashplayer, 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 encounter technical difficulties beyond your scope of troubleshooting, please contact the [Help Desk](#) as they are trained specifically in assisting with technological needs of students.

How am I going to learn?



Students are responsible for the text material. Supplemental material to enhance, make relevant, or clarify text material will be provided by the instructor.

Small individual/team exercises will be utilized to help with subject matter understanding as well as application of creative thinking in addressing case-related issues.

Quizzes will be used to monitor student progress as well.

A semester-long project will allow students to utilize course learnings, demonstrate understanding and application of those learnings, and present the outcome in a professional manner.

How am I going to be graded?



- **1. Subjective:** Individual and/or team engagement in case discussions, class discussions, and overall participation in the learning process to benefit the individual student and their classmates.
- **2. Quizzes:** *In-class* quizzes on reading material, videos, and class discussion items will be utilized to measure and reinforce understanding of key course concepts and learning objectives.
- **3. Semester Project:** Students will work on a semester-long project, applying their course learning as consultants to a fictional company considering an international business strategy.
- **No extra credit is offered in this course.**

Summary of criterion-based (no curve) grading scheme: Total Points: 1,000

**Quizzes (10 at 80 points
each)**

800 Points

**Semester Project
200 Points**

**Total
Weight
Points**

1,000

Grading scale based on percentages of criterion-based (no curve) grading scheme:

A 90-100%

- B 80-89%
- C 70-79%
- D 60-69%
- F 0-59%

Other Important Announcements



Disability accommodation. 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.

UTEP Policy on Academic 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 one's 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](#).

Copyright Compliance:

All materials used in this course are protected by copyright law. The course materials are only for the use of students currently enrolled in this course and only for the purpose of this course. They may not be further disseminated.

Professional Demeanor:

- This course may require online communication between students as well as between the students and faculty. The expectation is that all parties will interact in a professional manner. If you have questions regarding online interaction in a professional manner, please reference the guidelines at <https://www.utep.edu/extendeduniversity/utepconnect/blog/october-2017/10-rules-of-netiquette-for-students.html>. The expectation is that you will comply with these guidelines throughout the course – and, hopefully, beyond.

GUIDANCE ON ARTIFICIAL INTELLIGENCE

- The use of generative AI tools such as Chat GPT would appear to be contrary to this course's intent of developing student creativity and innovation skills. If, however, there is a circumstance where the student chooses the use of generative AI tools, the following applies.

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

Spring 2025 Course Syllabus Content MGMT 4325

Subject to change.

Course Outline & Activity Plan:

Session	Chapters Covered	Focus/Assignments/Activities
<p>1 1/22/2025 W</p>	<p>Course Intro</p>	<ul style="list-style-type: none"> • Introductions, Course Overview, & Class Expectations • Review the syllabus before Class Session 1. • Read Chapter 1, pages 2 to 23.
<p>2 1/27/2025 M</p>	<p>Chapter 1 Assessing the Environment</p>	<p>Part 1: The Global Manager's Environment</p> <ul style="list-style-type: none"> • LO: Recognize the global trends and developments facing managers whose organizations are conducting business internationally. • Discuss: • THREE THINGS TO TAKE AWAY FROM THIS COURSE. • Although the global business environment may be shrinking, there are still differences, some obvious and some subtle, that must be considered. • Structure, be it local or global, follows strategy. • Refining and demonstrating proper people skills, on a personal and a professional level, are key to success. • Globalization – good or bad? • Terminology • Regional trading blocs; advantages, disadvantages. • Read Chapter 1, pages 23 to 38, and the Case Study on page 38.
<p>3 1/29/2025 W</p>	<p>Chapter 1 Assessing the Environment</p>	<ul style="list-style-type: none"> • LO: Recognize the global trends and developments facing managers whose organizations are conducting business internationally. • Discuss: • PESTEL • Read Chapter 2, pages 43 to 55, and BBC article on Shein (in Blackboard module)
<p>4 2/3/2025 M</p>	<p>Chapter 2 Managing Interdependence</p>	<ul style="list-style-type: none"> • LO: Comprehend the social responsibility of corporations towards their various global constituencies. • Quiz (1 of 10) on Chapter 1 • Discuss: Social Responsibility • Does it, or should it, vary depending on location? • Does size (MNE, SME) matter? • Assignment: Form teams of 4 who will work on the TBA semester project and present results at the end of the semester. Names are due to the instructor by February 17. • Read Chapter 2, pages 55 to 63.

Session	Chapters Covered	Focus/Assignments/Activities
5 2/5/2025 W	Chapter 2 Managing Interdependence	<ul style="list-style-type: none"> • LO: Understand what constitutes business ethics and social responsibility on a global scale, their role in business, and their importance in conducting business. • Discuss: • Ethics and morals: • Are they the same thing? • Are they the same everywhere? • READ Chapter 2, pages 63 to 70.
6 2/10/2025 M	Chapter 2 Managing Interdependence	<ul style="list-style-type: none"> • LO: Gain awareness of the importance of sustainability and shared values. • Discuss: Is interdependence, the internet, and globalization making the world more homogeneous? • READ Chapter 3, pages 76 to 95
7 2/12/2025 W	Chapter 3 Understanding the Role of Culture	<p>Part 2: The Cultural Context of Global Management</p> <ul style="list-style-type: none"> • LO: Distinguish the major value dimensions that define cultural differences and their effects on aspects of international business. • Quiz (2 of 10) on Chapter 2. • Discuss: • “Everybody else has an accent”. • READ Chapter 3, pages 95 to 110, and the Case Study on pages 111 to 113.
8 2/17/2025 M	Chapter 3 Understanding the Role of Culture	<ul style="list-style-type: none"> • LO: Distinguish the major value dimensions that define cultural differences and their effects on aspects of international business. • Discuss: • Business in a borderless world. • Are cultural profiles a good thing? • The internet and its impact on culture. • How does culture impact management style? • Project team names are due to the instructor. • READ Chapter 4, pages 116 to 129.
9 2/19/2025 W	Chapter 4 Communicating Across Cultures	<ul style="list-style-type: none"> • LO: Comprehend the communication “process” and how language and cultural variables can affect it. • Quiz (3 of 10) on Chapter 3. • Discuss: • The impact of AI • Read Chapter 4, pages 129 to 145.

Session	Chapters Covered	Focus/Assignments/Activities
10 2/24/2025 M ZOOM SESSION	Chapter 4 Communicating Across Cultures	<ul style="list-style-type: none"> LO: Comprehend the communication “process” and how language and cultural variables can affect it. Discuss: INTRODUCE THE SEMESTER PROJECT. Assignment: Read D&G Case, pages 146 to 149. Form teams of 4 and send me names by 2/26, Work on case questions in teams and prepare to share your results in Session 12.
11 2/26/2025 W	Chapter 4 Communicating Across Cultures	<ul style="list-style-type: none"> LO: Understand the communication “process” and how language and cultural variables can affect it. Guest Instructor: Dr. Roland Nunez Teams from Session 10 to prepare their responses to questions at the end of the D&G Case.
12 3/3/2025 M	Chapter 4 Communicating Across Cultures	<ul style="list-style-type: none"> LO: Understand the communication “process” and how language and cultural variables can affect it. Teams from Session 10 share their responses to questions at the end of the D&G Case. READ Chapter 5, pages 152 to 169, and the “Projections and Perceptions, Negotiating in Korea” article.
13 3/5/2025 W	Chapter 5 Cross Cultural Negotiation and Decision Making	<ul style="list-style-type: none"> LO: Appreciate how culture, communication, negotiation, and decision-making are intertwined when doing business internationally. Quiz (4 of 10) on Chapter 4. Discuss: the “Projections and Perceptions, Negotiating in Korea” article. Read Chapter 5, pages 169 to 179, and Read Case 3, pages PC2-1 to PC2-4.
Spring Break 3/10 to 3/14		
14 3/17/2025 M	Chapter 5 Cross Cultural Negotiation and Decision Making	<ul style="list-style-type: none"> LO: Appreciate how culture, communication, negotiation, and decision-making are intertwined when doing business internationally. Discuss: A little review of Chapter 5 material. REINTRODUCE THE SEMESTER PROJECT. READ Chapter 6, pages 184 to 205.
15 3/19/2025 W	Chapter 6 Formulating Strategy	<p>Part 3: Formulating and Implementing Strategy for International and Global Operations</p> <ul style="list-style-type: none"> LO: Understand the steps involved in developing strategies and the pros and cons associated with those strategies. Quiz (5 of 10) on Chapter 5 READ Chapter 6, pages 205 to 222.

Session	Chapters Covered	Focus/Assignments/Activities
16 3/24/2025 M	Chapter 6 Formulating Strategy	<ul style="list-style-type: none"> LO: Understand the steps involved in developing strategies and the pros and cons associated with those strategies. READ Chapter 7
17 3/26/2025 W	Chapter 7 Implementing Strategy	<ul style="list-style-type: none"> LO: Comprehend the ways, means, and challenges in implementing strategy internationally. • Quiz (6 of 10) on Chapter 6 Discuss: JV versus Strategic Alliance head-to-head comparison. Stages of a JV from a “romantic” point of view. READ CEMEX: Globalization “The CEMEX Way”
18 3/31/2025 M	Chapter 7 Implementing Strategy	<ul style="list-style-type: none"> LO: Comprehend the ways, means, and challenges in implementing strategy internationally. Discuss: CEMEX Way READ Chapter 8, pages 257 to 268.
19 4/2/2025 W	Chapter 8 Organization Structure and Control Systems	<ul style="list-style-type: none"> LO: Understand the concept of “structure follows strategy”. Quiz (7 of 10) on Chapter 7. Discuss: Structure follows strategy Comparisons back to CEMEX READ Chapter 8, pages 268 to 280.
Spring Drop/Withdrawal Deadline – April 4th		
20 4/7/2025 M	Chapter 8 Organization Structure and Control Systems	<ul style="list-style-type: none"> LO: Understand the challenges and the environment relative to implementing and controlling international organizations. Discuss: Will “industrialized”, and “first-world” countries lead, or follow an organizational change in the 21st (second half) century? READ Chapter 9 pages 286 to 302.
21 4/9/2025 W	Chapter 9 Staffing, Training, and Compensation for Global Operations	<p style="text-align: center;">Part 4: Global Human Resources Management</p> <ul style="list-style-type: none"> LO: Understand the international aspects and issues in selecting, preparing, and placing managers. Quiz (8 of 10) on Chapter 8. Discuss: CEMEX – ethno, poly, region-centric or global? Why? READ Chapter 9, pages 302 to 313, and the Case Study on pages 314 to 317.

Session	Chapters Covered	Focus/Assignments/Activities
22 4/14/2025 M	Chapter 9 Staffing, Training, and Compensation for Global Operations	<ul style="list-style-type: none"> • LO: Understand the international aspects and issues in selecting, preparing, and placing managers. • <i>Discuss:</i> • <i>How ex-pats see the host country – and how the host country sees them.</i> • <i>Compensation – home or host country based?</i> • <i>Jealousy of those who don't get to go.</i> • READ Chapter 10, pages 320 to 333.
23 4/16/2025 W	Chapter 10 Developing a Global Management Cadre	<ul style="list-style-type: none"> • LO: Understand the ways, means, and benefits of establishing a strategy and a process to develop a global management team for an international business enterprise. • Quiz (9 of 10) on Chapter 9. • <i>Discuss:</i> • <i>"Inpatriation" and "Expatriation" in developing a global management cadre.</i> • <i>Tie back to international strategy.</i> • <i>Reference CEMEX.</i> • READ Chapter 10, pages 333 to 344. • Assignment: Draw a country name as a potential expatriate assignment, investigate, and write a onepage list of pros and cons regarding taking that country assignment. Be ready to share in Class Session 24.
24 4/21/2025 M	Chapter 10 Developing a Global Management Cadre	<ul style="list-style-type: none"> • LO: Understand the ways, means, and benefits of establishing a strategy and a process to develop a global management team for an international business enterprise. • <i>Discuss:</i> • <i>Gender in international business.</i> • READ Chapter 11, pages 349 to 361.
25 4/23/2025 W	Chapter 11 Motivating and Leading	<ul style="list-style-type: none"> • LO: Recognize the complexity and the variables involved in cross-cultural motivation. • Quiz (10 of 10) on Chapter 10. • READ Chapter 11, pages 361 to 372, and the Lincoln Principles document. • Assignment: Complete the homework assignment relative to the Lincoln Principles material. Be ready to share your results in Class Session 26.
26 4/28/2025 M	Chapter 11 Motivating and Leading	<ul style="list-style-type: none"> • LO: Comprehend the global leader's role and environment and what makes a successful global leader.

Session	Chapters Covered	Focus/Assignments/Activities
<p style="text-align: center;">27 4/30/2025 W</p>		<ul style="list-style-type: none"> • LO: Apply learning from the course material in creating and presenting a response to a fictitious company's requested evaluation of their international business expansion strategy. • Team project presentations
<p style="text-align: center;">28 5/5/2025 M</p>		<ul style="list-style-type: none"> • LO: Apply learning from the course material in creating and presenting a response to a fictitious company's requested evaluation of their international business expansion strategy. • Team project presentations
<p style="text-align: center;">29 5/7/2025 W</p>		<ul style="list-style-type: none"> • LO: Apply learning from the course material in creating and presenting a response to a fictitious company's requested evaluation of their international business expansion strategy. • Team project presentations
<p style="text-align: center;">5/12 to 5/16 2025 Final Exams</p>		