University of Missouri-Kansas City Bloch School of Business MGT 370(0002) - Fall, 2011 Semester International Management

Office Hours: After class or by appointment

Thursday, 7:00 pm – 9:45 pm Law School, Room 4 Roger L. Hiatt (Lecturer) Stinson Morrison Hecker LLP 1201 Walnut, Suite 2900

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MGT 370, INTERNATIONAL MANAGEMENT COURSE SYLLABUS

I. Course Objectives

- A. To gain an appreciation of international business environments.
- B. To investigate the role of national culture.
- C. To understand international strategies focusing on entry and integration strategies.
- D. To develop appropriate implementation plans including organization structure and human resource management in international business.
- E. To develop decision-making and problem-solving skills in relation to international management problems.
- F. Students will cooperate within a team to eliminate misconceptions and enhance understanding of course material.

II. Program of Study

- A. Lectures will be presented by the Lecturer on various aspects of international management. Assignments will be made from the text, <u>Essentials of International Management</u>, sixth edition, by Helen Deresky. A list of class reading assignments is attached as Appendix A, and posted on UMKC Blackboard with this Syllabus. Students are expected to read, study and be responsible for the material in the assigned chapters according to the attached class schedule.
- B. Group work is a significant and required part of this course. The concept of this course is process-oriented as much as it is content-oriented. In other words, the goal is that by working through the assignments in a group, you will learn from and benefit from the perspectives of other group members

All of your group work will be presented to the class, both in oral and in written format. Each group will make its oral presentations on the date specified in the syllabus. All written answers are to be emailed as Word documents to rhiatt@stinson.com, within 48 hours of the oral classroom presentation. After stylistic editing of the written work, it will be posted on Blackboard for use by all class members. The oral discussions in class and the written work are part of the content of the course and students will be responsible for the key points developed in

the work of the discussion groups.

C. Application Exercises and Experimental Exercises are to be answered primarily, but not exclusively, from material in the text. If you do not feel the material in the text is adequate, do outside research. Multicultural profiles and negotiating profiles, assigned to various groups, will almost surely require some research outside of material in the text.

The in-class oral presentation for the Application Exercises and the Experimental Exercises are to be no more than 10 minutes. The in-class oral presentation of the multicultural profiles and negotiating profiles are to be no more than 5 minutes. The use of overheads is a good idea, as it does focus the listeners on the key points to convey. The multicultural profiles and negotiating profiles would likely be best presented in written form in bullet or outline point format. Written answers for the Application Exercises and Experimental Exercises can be in any appropriate format. Written answers should be adequate to answer the question but also need to be crisp and precise, laying out for the reader the key points to be learned from the exercise. Keep in mind that, after stylistic editing, the group answers will be posted for the entire class on blackboard. The point of both the in-class oral presentation and the posting of the written answers is to provide the entire class with the relevant information for an international business person.

D. Each discussion group will analyze and develop answers for a Comprehensive Case (or a "case study"). The oral presentation of the Comprehensive Case should be no more than 20 minutes each. Overheads are highly recommended. Handouts are helpful as well. Both focus the listeners on the key points. The written Comprehensive Case response should be adequate to present information to both summarize the key facts of the case and provide answers to the case questions. Somewhere between 10 to 15 pages is suggested. Sources outside of the text should be cited in appropriately citation form. After stylistic editing, the written Comprehensive Case will be posted on Blackboard to provide the entire class with the information developed in response to the Comprehensive Case questions.

III. Examinations

There will be 3 examinations during the semester. The written examinations will be in short answer format. The questions will be based on material contained in the assigned readings, classroom lectures and the group work, both oral presentations and posted written answers. The third examination, which is the final examination, will be cumulative in nature. The final examination will ordinarily be on the date assigned by the University on the published final examination schedule, unless otherwise specified in the Syllabus

IV. Basis for Course Grade

Grading of examinations and case studies will be based on the following percentages:

$$\mathbf{A} = 93 - 100\%$$
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A- = 90 - 92.99\%;
B+ = 87 - 89.99\%;
B = 83 - 86.99\%;
B- = 80 - 82.99\%;
C+ = 77 - 79.99\%;
C = 73 - 76.99\%;
C- = 70 - 72.99\%;
D+ = 67 - 69.99\%;
D- = 60 - 62.99\%; and
F = 59.99\% and below.
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The course grade will be based upon the following components:

Examinations	Weight
Exam I	20%
Exam II	15%
Exam III	30%
Group Work, including Exercises and Case Study	30%
Class Attendance	5%_
	100%

V. Class Attendance

Attendance at the class is not mandatory, but strongly encouraged. Class attendance and active class participation are integral parts of the learning experience. There is a general correlation (not a perfect correlation, but a trend, over time) between class attendance and class performance. Roll will be taken. Five (5) percentage points of the class grade can be earned by attending class regularly. To have the potential of earning all five (5) points, no more than two (2) class sessions at which roll is taken may be missed. For each absence beyond two (2) class sessions, one point of the five percentage points possible for class attendance will be deducted. If you are unable or unwilling to regularly attend class due to work commitments, family responsibilities, duties as an officer or member of a student organization or other extra-curricular student activity, or lack of interest, you may wish to consider withdrawing from the course.

VI. Class Decorum

You are expected to exhibit a respectful classroom decorum. Talking among yourselves during lectures, leaving early during presentations without a compelling reason and texting during class are conduct to be avoided.

VII. Peer Participation Evaluation

Peer Evaluation is intended to measure each team member's contribution towards the group's success. The evaluation process will require all group members to judge the other

team members' contributions, as well as their own contributions. The exact form of the peer evaluation will be explained toward the end of the semester, but will include objective scoring and open-ended comments about the members of the team.

The instructor will assign each student's total score for the Discussion Questions and Case Study portions of the class grade of each student based on this team input as well as what the Lecturer observes of the quality of the work products and students' participation in the teams' discussion assignments and written submissions. Individuals cannot leave all the weekly team work to other group members without seeing the impact in their peer evaluation scores. The final peer evaluation score will also be based on each student's meaningful evaluation of other team members. In other words, evaluation of team efforts is an important management skill so you are expected to treat this evaluation of your class team as a meaningful educational exercise.

VIII. Posting/Obtaining Grades

Point scores for examinations will be posted on Blackboard. If no score is listed on blackboard within two weeks from the date, notify the Lecturer immediately. Individualized grades for group assignments, however, will not be posted because individualized scores cannot be calculated until the end of the semester when peer evaluation will be conducted. Further, final course grades will not be posted on Blackboard, but can be obtained at UMKC Pathway at the end of the semester.

IX. Grade Appeals

A copy of the Student Grade Appeal procedure is on file and can be obtained from the Administrative Assistant in the Bloch School Administration Offices, Room 334, of the Bloch School.

X. Potential Modification of the Course Syllabus

Time and schedule considerations may prompt modifications of this syllabus (deletion or addition of assignments/topics, modification of examination dates, etc.). The Lecturer will explain any changes during a regularly scheduled class; however, it is the student's responsibility to keep up with any modifications that are made throughout the semester.

XI. Late Work, Missed Exam and Academic Honesty

All course assignments listed in the syllabus will be collected at the beginning of class on the due date. Late submission of any course written assignment or exam will not be accepted. Only in exceptional circumstances, submissions might be accepted based on the Lecturer's discretion yet with a penalty, such as 20 percent deduction of points.

The examination will be closed book and closed notes. Devices capable of storing and/or retrieving text or character material, e.g. hand-held computers, are not permitted in the exam. Caps, hats or sunglasses may not be worn during exams. Make-up exam will be permitted to students who miss the examinations, only upon agreement with the Lecturer.

Students enrolling in any UMKC course are expected to exhibit high standards of academic honesty. In the case of academic misconduct, the instructor will assess the affected work and report the incident to Bloch School administration according to the guidelines printed in the University catalog. See student conduct policies at: http://www.umkc.edu/umkc/catalog/html/append/policy/0020.html.

Cheating and plagiarism will not be tolerated. Students cheating on tests will receive a score of zero for the exam. Similarly, plagiarism of assignments, projects, and papers is unacceptable, and a score of zero will be assigned on any such item. Students are encouraged to work together and consult with each other outside of class concerning assignments. However, they are required to turn in their own work. Assignments which do not represent independent work, as determined by the Lecturer, will receive zero points.

XII. Inclement Weather Policy

Cancellation of classes because of inclement weather is determined by UMKC central administration. Students should consult the UMKC website when threatening weather conditions exist.

XIII. Course Withdrawal

All course withdrawals must be initiated in the Bloch School Student Services Office, Room 115, and completed through the Registration Center in the UMKC Administrative Center. Students intending to withdraw from the course after the eighth week of class (fourth week in the summer session) are required to obtain a signature of both the instructor and an academic advisor before the course withdrawal is official. Telling the instructor that you intend to withdraw from the course or ceasing to attend class does not constitute an official withdrawal. The academic calendar in the class schedule/registration guide lists the official withdrawal dates.

XIV. Available Support Services/ADA Policy

The University and the Bloch School offer several support services. These include the Bloch School Computer Lab, the UMKC Writing Lab, and the Office of Disabled Student Services.

- Bloch School Computer Lab: The Bloch School Computer Lab is available for your use. It is located in Bloch 110; the lab's website is: http://www.umkc.edu/is/oa/IS-Lab-Brochure.pdf.
- Writing Lab: Students who desire assistance in written assignments may contact the Communication Center (room 201) at the Bloch School.
- Office of Disabled Student Services: If you have any questions about a disability or desire accommodation under the Americans with Disability Act, please contact the Office of Disabled Student Services at 816-235-5696. The Office's website can be accessed at: http://www.umkc.edu/disability.

XV. Channels of Communication

The Lecturer is an adjunct lecturer, without an assigned office in the Bloch School. He is available by appointment for face-to-face consultation before and after each scheduled class, and also at other mutually agreeable times by appointment. Any additional instructions to class members will be handed out in class, in hard copy form, and also posted on the UMKC, Bloch School, Student Blackboard. The Lecturer is also available by telephone or email, as follows:

A. E-mail: rhiatt@stinson.com

B. Telephone: (816) 691-3373

On a continuing basis during the class, class members are required to provide a current email address to the Lecturer, to permit the Lecturer to communicate electronically with the class member. Class members are expected to access their UMKC email account for messages to the entire class posted by the Lecturer on Blackboard.

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APPENDIX A MGT 370 ASSIGNMENTS CLASS WEEKLY AGENDA

Date	Classroom Work	Class Preparation
Aug. 25, 2011	Course Introduction	Read Chapter 1
_	Course Organization	_
	Chapter 1, Lecture	
	Video (Time Permitting)	
Sept. 1, 2011	Group 1: Application Exercise 1, p. 28	Read Chapter 2
	Group 2: Application Exercise 2, p. 28	
	Group 3: Experimental Exercise, p. 28	
	Chapter 2, Lecture	
	Video (Time Permitting)	
Sept. 8, 2011	Group 4: Application Exercise, p. 56	Read Chapter 3
	Group 5: Experimental Exercise, p. 56	
	Group 1: Comprehensive Case 1, p. 59	
	Group 2: Comprehensive Case 2, p. 71	
	Chapter 3, Lecture	
	Video (Time Permitting)	
Sept. 15, 2011	Group 6: Application Exercise 1, p. 119	Read Chapter 4
	Group 7: Application Exercise 2, p. 120	
	Group 8: Experimental Exercise 1, p. 120	
	Group 9: Experimental Exercise 2, p. 120	
	Group 10: Experimental Exercise 3, p. 120	
	Chapter 4, Lecture	
Sept. 22, 2011	Group 11: Application Exercise 1, Multicultural Profiles	Read Chapter 5
	(Americans of Northern European descent), p. 146	
	Group 1: Application Exercise 1, Multicultural Profiles	
	(Americans of Southern European descent), p. 146	
	Group 2: Application Exercise 1, Multicultural Profiles	
	(African Americans), p. 146	
	Group 3: Application Exercise 1, Multicultural Profiles	
	(Hispanic Americans), p. 146	
	Group 4: Application Exercise 1, Multicultural Profiles	
	(Asian Americans), p. 146	
	Group 5: Application Exercise 1, Multicultural Profiles	
	(Native Americans), p. 146	
	Chapter 5, Lecture	

Date	Classroom Work	Class Preparation
Sept. 29, 2011	Group 6: Experimental Exercise 1, Prepare for Negotiating Only (Anglo World: U.S., U.K., Australia), p. 177 Group 7: Experimental Exercise 1, Prepare for Negotiating Only (Germany, Scandinavia), p. 177	Review Chapters 1-5
	Group 8: Experimental Exercise 1, Prepare for Negotiating Only (France, Italy), p. 177	
	Group 9: Experimental Exercise 1, Prepare for Negotiating Only (Latin America, Arab World, India), p. 177 Group 10: Experimental Exercise 1, Prepare for Negotiating	
	Only (China, Japan, Korea), p. 177 Group 3: Comprehensive Case 4, p. 181	
	Group 4: Comprehensive Case 5, p. 191 Group 5: Comprehensive Case 6, p. 194 Review Exam I Study Guide	
Oct. 6, 2011	EXAM I Chapter 6, Lecture Video (Time Permitting)	Read Chapter 6
Oct. 13, 2011	Group 11: Application Exercise 1, p. 238 Group 1: Application Exercise 2, p. 238 Group 2: Experimental Exercise, p. 238 Chapter 7, Lecture	Read Chapter 7
Oct. 20, 2011	Video (Time Permitting) Group 3: Application Exercise 1, p. 260 Group 4: Application Exercise 2, p. 260 Group 5: Experimental Exercise Scenario 1, p. 260 Chapter 8, Lecture Video (Time Permitting)	Read Chapter 8
Oct. 27, 2011	Group 9: Application Exercise 2, p. 286 (India ONLY) Group 10: Application Exercise 3, p. 286 Group 11: Experimental Exercise, p. 286 Group 6: Comprehensive Case 8, p. 302 Group 7: Comprehensive Case 10, p. 311 Group 8: Comprehensive Case 11, p. 323 Case Studies, Chapters 6, 7, 8 Exam II Study Guide	Review Chapters 6-8
Nov. 3 2011	EXAM II Chapter 9, Lecture	Read Chapter 9
Nov. 10, 2011	Group 6: Application Exercise 1, p. 364 Group 7: Application Exercise 2, p. 364 Group 8: Experimental Exercise 1, p. 364 (Prepare two memoranda summarizing information, NOT letters.) Chapter 10, Lecture Video (Time Permitting)	Read Ch. 10

Date	Classroom Work	Class Preparation
Nov. 17, 2011	Chapter 11, Lecture	Read Chapter 11
	Video (Time Permitting)	
Nov. 24, 2011	THANKSGIVING	None
Dag 1 2011	Crown Or Community Cose 12 n 420	Review
Dec. 1, 2011	Group 9: Comprehensive Case 13, p. 429 Group 10: Comprehensive Case 14, p. 438	Chapters 9-11
	Group 11: Comprehensive Case 15, p. 448	
	Review Exam III Study Guide	
Dec. 8, 2011	FINAL EXAM	

CHAPTER EXERCISES

Assignment	Class Discussion	Written Answer
Application Exercise 1, p. 28	September 1, 2011	September 3, 2011
Application Exercise 1, p. 146	September 22, 2011	September 24, 2011
Application Exercise 2, p. 238	October 13, 2011	October 15, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 1, p. 59	September 8, 2011	September 10, 2011

DISCUSSION QUESTIONS

Assignment	Class Discussion	Written Answer
Application Exercise 2, p. 28	September 1, 2011	September 3, 2011
Application Exercise 1, p. 146	September 22, 2011	September 24, 2011
Experimental Exercise, p. 238	October 13, 2011	October 15, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 2, p. 71	September 8, 2011	September 10, 2011

DISCUSSION QUESTIONS

Assignment	Class Discussion	Written Answer
Experimental Exercise, p. 28	September 1, 2011	September 3, 2011
Application Exercise 1, p. 146	September 22, 2011	September 24, 2011
Application Exercise 1, p. 260	October 20, 2011	October 22, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 4, p. 181	September 29, 2011	October 1, 2011

DISCUSSION QUESTIONS

Assignment	Class Discussion	Written Answer
Application Exercise, p. 56	September 8, 2011	September 10, 2011
Application Exercise 1, p. 146	September 22, 2011	September 24, 2011
Application Exercise 2, p. 260	October 20, 2011	October 22, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 5, p. 191	September 29, 2011	October 1, 2011

DISCUSSION QUESTIONS

Assignment	Class Discussion	Written Answer
Experimental Exercise, p. 56	September 8, 2011	September 10, 2011
Application Exercise 1, p. 146	September 22, 2011	September 24, 2011
Experimental Exercise, Scenario 1, p. 260	October 20, 2011	October 22, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 6, p. 194	September 29, 2011	October 1, 2011

DISCUSSION QUESTIONS

Assignment	Class Discussion	Written Answer
Application Exercise 1, p. 119	September 15, 2011	September 17, 2011
Experimental Exercise 1, Prepare for Negotiating Only (Anglo World: U.S., U.K., Australia), p. 177	September 29, 2011	October 1, 2011
Application Exercise 1, p. 364	November 10, 2011	November 12, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 8, p. 302	October 27, 2011	October 29, 2011

Assignment	Class Discussion	Written Answer
Application Exercise 2, p. 120	September 15, 2011	September 17, 2011
Experimental Exercise 1, Prepare for Negotiating Only (Germany, Scandinavia), p. 177	September 29, 2011	October 1, 2011
Application Exercise 2, p. 364	November 10, 2011	November 10, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 10, p. 311	October 27, 2011	October 29, 2011

DISCUSSION QUESTIONS

Assignment	Class Discussion	Written Answer
Experimental Exercise 1, p. 120	September 15, 2011	September 17, 2011
Experimental Exercise 1, Prepare for Negotiating Only (France, Italy), p. 177	September 29, 2011	October 1, 2011
Experimental Exercise 1, p. 364	November 10, 2011	November 12, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 11, p. 323	October 27, 2011	October 29, 2011

DISCUSSION QUESTIONS

Assignment	Class Discussion	Written Answer
Experimental Exercise 2, p. 120	September 15, 2011	September 17, 2011
Experimental Exercise 1, Prepare for Negotiating Only (Latin America, Arab World, India), p. 177	September 29, 2011	October 1, 2011
Application Exercise 2 (India only), p. 286	October 27, 2011	October 29, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 13, p. 429	December 1, 2011	December 3, 2011

DISCUSSION QUESTIONS

Question	Class Discussion	Written Answer
Experimental Exercise 3, p. 120	September 15, 2011	September 17, 2011
Experimental Exercise 1, Prepare for Negotiating Only (China, Japan, Korea), p. 177	September 29, 2011	October 1, 2011
Application Exercise 3, p. 286	October 27, 2011	October 29, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 14, p. 438	December 1, 2011	December 3, 2011

DISCUSSION QUESTIONS

Assignment	Class Discussion	Written Answer
Application Exercise 1, p. 146	September 22, 2011	September 24, 2011
Application Exercise, p. 238	October 13, 2011	October 15, 2011
Experimental Exercise, p. 286	October 27, 2011	October 29, 2011

Case Study	Class Presentation	Written Analysis
Comprehensive Case 15, p. 448	December 1, 2011	December 3, 2011