INTERNATIONAL MANAGEMENT (MGT 315WI/ INTS 315WI)

Fall Semester 2014
Professor Tata

Office: 1 East Pearson, Room 436
Phone: (312) 915-6543

Class times:
T Th 1.00 to 2.15 p.m.

Contact Information:
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SYLLABUS

COURSE OBJECTIVES
This course examines cross-cultural and international management issues, and analyzes the problems of managing in an international marketplace. It focuses on cultural and regional diversity and differences, global market factors, and other contingencies with which managers of multinational enterprises must contend. The course covers an array of management practices – from human resource staffing, to motivating a multi-cultural workforce, to creating strategic teams for both large and small international firms.

The main objectives of this course are:
• To examine the major theoretical perspectives and frameworks underlying cross-cultural dimensions.
• To evaluate international and cross-cultural management issues and analyze the problems of managing in a global marketplace.
• To understand the critical role played by human resources in an organization competing in the global economy.
• To help you evaluate and develop your international and cross-cultural skills through self-observation and reflection.

The course is designed so that the concepts covered in the text are reviewed in class, and then applied in class activities and self-awareness exercises. Your ability to learn during this course will depend upon your understanding of the text, an open and active participation during class and your thoughtfulness in preparing for class. Please read the text before class.

TEXT
Course packet (photocopied materials).
Please bring your course packet to every class -- you will not be able to participate in class activities without it.

GRADING & RELATED POLICIES

Your course grade will be based on the following criteria:

Team project
Organization report (outline, rough draft, final) . . 20 points
peer feedback 1 & 2 . . . . 5 points
Interactive workshop . . . . . 5 points

Examinations
  exam 1 . . . . . . . . . . . 28 points
  exam 2 . . . . . . . . . . . 27 points
  Class participation and reflections . . . . . . . . . . . 5 points
  Journals . . . . . . . . . . . 10 points

At the end of the semester, your overall grade will be based upon the number of total points earned:
A  92-100 points   A-  89-91.9 points   B+  85-88.9 points
B  82-84.9 points   B-  79-81.9 points   C+  75-78.9 points
C  72-74.9 points   C-  69-71.9 points   D+  65-68.9 points

The University and the School of Business Administration have a firm policy against cheating and plagiarism. Cheating involves dishonesty in a test situation, and plagiarism involves dishonesty in the preparation of materials for presentations or term papers. Cheating and plagiarism will be subject to disciplinary penalties.

JOURNAL

You are expected to keep a "business" journal (in a separate notebook or as a Sakai blog), which should consist of observations made at the end of each week. I expect you to write at least 2-3 pages per week. The journal should describe what you learnt about yourself and your behavior during the class activities, and how this learning connects to concepts from the text and lecture, and to your career goals. What observations you make are up to you, although I would like to see detailed examples relating your work/other experience or news items to class concepts and activities, as well as analysis of your scores on self-awareness activities and class activities. Please do not merely describe the concepts covered in class -- this is your journal; these are not your class notes.

You will be provided with weekly feedback on your journal entries. In addition, I am happy to sit down with you to review your journal any time during the semester. Before handing in your journal on the last day, your last journal entry should be a self-evaluation based on your entries throughout the semester. This evaluation requires you to review your entries over the course of the semester, examine specific changes in terms of your beliefs about different cultures, and evaluate your learning in the context of international management and your career goals. The self-evaluation can be in the form of a letter to me describing your learning in class. Confidentiality of your journal will be maintained.

EXAMINATIONS

There will be two examinations on the dates specified in the weekly schedule. The exams may consist of short answers and/or essays. The exams will be challenging. To get a good grade, you need to go beyond memorizing material to a thorough understanding of course concepts. The exams will be based on the text/readings as well as class lectures/discussions/activities. Please make sure that you take good notes of what is said and discussed in class.

I expect you to be present for the examinations. Please remember that I do not give make-up examinations (except for very extreme circumstances -- I will determine whether a situation falls under this condition or not).

Note: If you will be missing classes for religious reasons or due to participation in Loyola athletics, you are required to inform me no later than the end of the third week of class.

TEAM PROJECT

This is a real-world project in which teams of 5-6 students will investigate the country or countries of their choice. The main purpose of this project is to develop an understanding of what international leaders and managers need to know to be more effective in specific countries. Each team will set its own goals for the project (e.g., the number of countries to investigate, focusing on general issues versus how a specific company needs to operate in that country, comparisons between the US and the country, etc.). Additional information on conducting the project will be provided by the instructor.

Each team will hand in the names of countries that it plans to investigate by the date specified in the schedule.
Individuals within the team will write reports (individually evaluated) on various aspects of international management for the specific country, and the team as a whole will present a workshop on the country.

REPORT

Each team member will write a brief report concerning **one aspect of international management as it relates to your country.**

Option 1: You can write your report on one benchmark company headquartered in your country and provide a description of the company, its mission, strategy, practices, policies, etc.

or

Option 2: You can write your report on any one of the following topics:

- **Communication and business meetings** - e.g., languages, communication styles, communication norms, non-verbal communication, personal space and time
- **Business negotiations and conflict management** - e.g., prevalent negotiation tactics, conflict styles.
- **Leadership, motivation, and rewards** - Examples of business and other leaders from country, motivation techniques, reward practices.
- **Gender roles and work-family issues** - e.g., regulations, practices, and policies that support work-family balance, gender roles and their impact on the workplace.
- **International human resource issues** - e.g., recruitment and selection practices, training and development practices, cultural, legal and economic issues affecting human resource policies, involvement of the government in the business environment.
- **Entrepreneurship**
- **Sustainability**
- **Other topics.** I am open to other management topics, but you must get prior approval first.

Each report should be approximately 15-20 pages and should include theoretical connections (i.e., use the information from the text book, class notes, and the course packet, and draw connections to your country), actual country practices and evaluation of practices (based on your data collection), and recommendations to U.S. companies setting up facilities in that country (your conclusions based on your readings).

The report will be graded based on:
- (a) the depth and quality of your research and data collection about the country as well as the quality of your sources (5 points),
- (b) the quality of your analyses (integration and application of literature) (5 points),
- (c) evidence of thorough understanding of class concepts (connection between cultural concepts, your topic and your country (5 points),
- (d) your writing style (grammar, proofing, format) (5 points).

You will first hand in an extended outline of your report on which you will receive feedback. Next, you will hand in a rough draft of the report. Based on the feedback provided on the rough draft, you will hand in a final report.

PEER FEEDBACK

You will provide feedback to team members on their outlines, rough drafts, and reports based on the template provided in class.

INTERACTIVE WORKSHOP

Each team will also give a brief but unique and creative presentation on their country. While the papers are expected to be more concerned with theory/concepts, the workshops should focus on management practices and creativity.

The workshops should be approximately **20-30 minutes long. All team members must participate in the workshop.**

CLASS PARTICIPATION AND ASSIGNMENTS

You can contribute to class learning, and your own learning by openness to new ideas and a willingness to share your thoughts and ideas with others in the class. Also, I expect you to participate completely in all class activities. Please attend every class (and be on time), since you cannot participate unless you are present. However, mere attendance without participation does not get you a good participation grade because if you disrupt the class or work on outside material during class time (e.g., checking facebook, doing other class assignments, etc.) your
participation grade might decrease, not increase. Also, please bring your name plates to every class so I can correctly assign participation points to you. In addition, you should read the assigned material and cases, and be prepared to actively participate in class exercises and team discussions. You will not be able to participate unless you bring your course packet to class.

Your participation grade will be based on active participation in class exercises and discussions, completion of homework assignments, "organizational citizenship" behavior (i.e., helping others learn), and evidence of preparation for class discussions. Missing several classes will decrease your grade. Hard copies of all assignments must be turned in by the beginning of the class session indicated in the weekly schedule. You can also turn in assignments any time before the due date. Remember that in the business world, a bid submitted after the closing date will not be considered.

Note: If you will be missing classes for religious reasons or due to participation in Loyola athletics, you are required to inform the instructor no later than the end of the third week of class.

INSTRUCTOR'S EXPECTATIONS OF STUDENTS

You can contribute to class learning, and your own learning by openness to new ideas and a willingness to share your thoughts and ideas with others in the class. Please try to attend class, since you cannot contribute to class learning unless you are present -- and bring your name plates to every class.

In addition, please:
* Read the assigned material and complete your homework assignments. The text material will not be repeated verbatim during class.
* Be prepared to actively participate in class exercises and team discussions (very important).
* Respect the opinions of others in the class, and help your classmates.
* Please turn off all electronic devices, and do not work on other class assignments during class.

REVISIONS TO SYLLABUS

The instructor reserves the right to revise this syllabus, class schedule and course requirements when such revisions will benefit the achievement of course goals and objectives. Requirements may be amended during the semester which would vary the total points possible, their distribution, and/or the final grade points. Changes will be announced verbally in class.

Quinlan School of Business policies:
Attendance: Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

Make-up exams: Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believes examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. Make-up examinations are discouraged.

Academic integrity: All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood…Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of “F” for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved. For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website: http://www.luc.edu/media/lucedu/quinlanschoolofbusiness/pdfs/Honor-Code-Quinlan-July2012.pdf.
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Final exam: Thursday, December 11 at 1 p.m.

Happy Thanksgiving!