

MGT
5362

INTERNATION
BUSINESS

Syllabus



I. Course Title

MGT 5362 – International Business

Summer I 2022

II. Course Description

This course is an introduction and an overview of the essential elements of international business. It emphasizes the application of behavioral and strategic management practices applied to global business environments at graduate level.

III. Placement in Curriculum

Requirement for MBA program completion

IV. Prerequisites

n/a.

V. Course Professors

Professor

Name: John E. Spillan, Ph.D.

Title: Professor of Management and Director of International Affairs for School of Business

Phone: 910.775-4357

Email: john.spillan@uncp.edu

Course Coaches: Ms. Yuanyuan Lin, MBA yuanyuan.lin@uncp.edu.

Graduate Study -MBA

Undergraduate education gives students a broad, general education.

Graduate education provides students with more advanced learning in a specialized discipline or sub-discipline. Graduate school gives an in-depth understanding such that the student becomes something of an expert in the topic of study. A good graduate program also teaches advanced skills in such areas as problem-solving, decision-making, mathematics, writing, oral presentation, and technology, each as applied to the particular field of study. **Individual** scholarship/research and **thinking** will be required. It focuses on a deeper dive into the areas of business that are beyond what is taught in the course assignments.

There may be many questions posed in this course and as an alert Graduate student you can go to various rich sources to gain information about the topics of interest or demand. Sources such as ABI/INFORMS, Business Marketing Research collections, ProQuest, Business Source Complete, Lexis Uni and many, many more. All of these sources can give you factual, substantive answers to your questions. Being **intellectually curious** is the hallmark of a graduate student and it really adds value to a graduate student's competence. The more valuable your competencies the higher will be the economic reward.

Course Rationale

Students need to develop a global perspective in order to be successful in business. Studying international business allows you to see how globalization has brought about an increasing 'connectedness' of businesses, markets, people and information across countries.

The world's economy is increasingly global. As a result, demand continues to grow for individuals who understand the global context of business: from the logistics of international trade and cross-border investments to the cultural and ethical issues that are imbued in the practice of business around the world. By studying international business, you will learn about world cultures and societies, and be challenged to approach issues from different perspectives. These skills are increasingly valuable to employers faced with the challenge of opening and integrating multiple markets and achieving cohesion and collegiality in increasingly diverse workforces.

Globalization is one of the critical challenges in contemporary business environments. A growing number of companies are going global. As such, it is becoming more and more important that managers have intercultural awareness and competencies.

The transaction of business requires that managers not only understand their own domestic markets but also markets that exist all over the world. Globalization has become the central theme among business executives, managers and owners. Knowing how international business transactions are managed and processed is absolutely essential for any businessperson working in just about any company any place in the world. International Business is a good study in learning different aspects of business in different countries. There are economic, political legal, taxation, currency

and cultural differences in all countries and such study will help ensure greater advantage in any business career

With course activity and materials including lectures, discussions, readings, multi-media presentations, online resources and a simulation, students will study and discuss current and emerging ideas and theories about international marketing and management around the world Course

Mission

The mission of this MBA course in international business is to

Goal 1: Prepare students to communicate ideas effectively.

Goal 2: Prepare students to **analyze, synthesize, and integrate** their knowledge of international business into providing innovative and credible solutions to organizational problems and opportunities in a global context.

Goal 3: To give students practice in business **decision making** through the simulation assignment: Country Manager

VI. Course Objectives

- To introduce the student to the contemporary issues related to international marketing and management and the unique challenges faced by managers in global environment.
- To cover a broad range of international marketing and management issues from an inter-disciplinary viewpoint and emphasizing the key concerns about the four P's of marketing as they relate to cross border transactions.
 - To help the student to develop an international/global perspective that is based on theory and substance rather than personal opinion.
 - To help students to integrate into their thinking the important societal dimensions of diversity, environmental concerns, ethics, as well as technological change as they relate to international business.
 - To develop organizational and professional presentation skills by developing a comprehensive written project.
 - To develop knowledge and critical thinking skills to analyze international business challenges.
 - To strengthen communication skills through writing responses to questions and through research of international business issues.

Course Segments

The course is divided into two segments:

Segment A - consists of the **theoretical concepts** and ideas related to International Business. It will be delivered via textbook readings, homework assignments, assessments, and periodic exams.

Segment B – consists of the **application** and decision making portion of the course. This segments requires group work, deep business analysis and complex decision making very similar to the MBAs have to do in the real world.

VII. Required Materials

Textbook:

- a.) **International Business**, 3rd Edition, J. Michael Geringer, Jeanne M. McNett and Donald Ball, McGraw-Hill Irwin, Copy 2023.
- b.) McGraw -Hill **Connect** for completing all assignments

Textbook information:

This class is participating in Inclusive Access. With Inclusive Access, you will **NOT** need to purchase the textbook for this course. The lowest cost of the book (cheaper than the bookstore sells the book) will be included in your tuition bill for the semester. You will have immediate access to the textbook once I open the Canvas course.

You can choose to opt out, but you will need access to McGraw-Hill Connect to pass the course and will not find a better price anywhere online. Below is more information on Inclusive Access. Again, you do **not** need to purchase any textbook for this course from the bookstore unless you would like the loose-leaf version of the book in addition to the electronic resources.

More information on Inclusive Access:

Inclusive Access is a partnership between University of North Carolina - Pembroke and McGraw-Hill, to provide the best learning resources on the first day of class. Here is how it works:

- You can gain access to McGraw-Hill's adaptive online platforms with the latest version of the eBook at a discount.

- If you want a physical copy of the textbook, order a discounted loose-leaf version through McGraw-Hill's online platform.
- You are not charged for materials if you drop the course before the add/drop date.
- If you remain in the course, you are charged a materials fee by your school to continue access to the online platforms.

With Inclusive Access, you no longer need to go to the bookstore or search online for the right books.

c.) Simulation: Country Manager– Interpretive Simulation – You can register and pay for Country Manager at Interpretive Simulation site - <https://www.interpretive.com/>

VIII. Course Outline and Expectations

Academic Honor Code

Academic Integrity -ALL students must conduct themselves in a mature fashion regarding the work they complete in this course. **All work** that is completed in this course must be **YOUR OWN** work. Exams and other assignments that are individualized must adhere to the values of Independent work ethic. It is Important that you adhere to these values as we progress in the semester. **Plagiarism or Cheating will not be tolerated.** If you have questions or problems in documenting a source, please see me.

Special Accommodations

Disability Support Services- Any student with documented disability needing academic adjustments is requested to speak directly to Disability Support services and the instructor, as early in the semester (preferably within the first week) as possible. All discussion will remain confidential. Please contact Disability Support Services, DF Lowry Building, 910-521-6695.

Course Communication Policy

Course Communication Guidelines (Netiquette)

Netiquette is a set of rules for behaving properly online. Much of our communication in this course will take place in the forums and through email. Here are some guidelines for online communication in this course:

- Be sensitive to different cultural and linguistic backgrounds, as well as different political and religious beliefs.
- Use good taste when composing your responses. Swearing and profanity should be avoided. Also consider that slang terms can be misunderstood or misinterpreted.
- Don't use all capital letters when composing your responses. This is considered "shouting" on the Internet and is regarded as impolite or aggressive. It can also be stressful on the eye when trying to read your message.
- Be respectful of others' views and opinions. Avoid "flaming" (publicly attacking or insulting) others.
- Be careful when using acronyms. If you use an acronym it is best to spell out its meaning first, then put the acronym in parentheses afterward, for example: Frequently Asked Questions (FAQs). After that you can use the acronym freely throughout your message.
- Use good grammar and spelling and avoid using text messaging shortcuts.
- In emails, always identify yourself and what class and section you are in. It is a good practice to put your course and section in the subject line. This helps your instructor identify course related emails.
- Conference – It is hopeful that we can have a class conference via Canvas each week. It is expected that you will participate in these conferences each week.

IX. Technology Requirements

Computer/Technology Requirements

Online students will need regular access to a personal computer that runs on a broadband Internet connection.

Canvas Learning Management System

Students are provided with Canvas guides and online ticketing service when an LMS issues arises. To access the 24/7 help desk and resources, access the Help option by clicking on the question mark icon in the navigation bar on the left side of your course page.

Web Conferences/Synchronous sessions

Applicable to the particular course. Language usually comes from the instructor. Should include links to support information for whatever technology is being used for these sessions.

X. Simulation Project

Country Manager Simulation –You will be **assigned into** group of 3-4 students per team to participate in this simulation. You will run a company and do all the analysis and make weekly decisions based on your analysis. This simulation replicates real world environments and provides you with decision skill development that is needed in the real world of business.

Country Manager is an international marketing computer simulation game. The Country Manager manual begins with a case on All-star Brands – the company you will be working for.

You will work on Country Manager in small groups (3-4 people per group). Due dates are shown in Canvas. Peer Evaluations used to assess each group member's contribution will also be completed. **All members of each group must participate and contribute to the group decisions. Group members have the right to fire a member who does not participate or contribute to the decision-making process. If a member is fired, the member has to complete the simulation alone. No other alternative is available. (If a student is fired, they will pick begin at respective round and be graded on a pro-rated approach including work completed before firing. It is better to work diligently with team rather than be fired. Firing**

leads to undetermined consequences in the simulation. Please avoid it at all costs).

Your team/group will decide which countries are most attractive for market entry, the mode of entry, and the entry timing. Country Manager provides a wealth of information about each country that will help in making entry decisions. The data provided relates to market potential and growth, competitive intensity, distribution, cost structures (production/distribution), shipping and tariffs, and the economic/political outlook.

The country assessments are an important consideration when deciding which countries to enter and an Excel spreadsheet is provided to assist in this process. Additionally, your team/group need to consider synergies between countries that make a particular group of countries the best choice for a regional strategy when, from an independent perspective, they are not as strong a choice. In Country Manager, your team/group can fulfill production needs in a country through either exporting from the U.S. or using local production. This decision should be made as part of a long-term country strategy involving tradeoffs between manufacturing costs and shipping, tax, tariff, and duty expenses. Finally, when the set of countries for market entry has been determined, the entry timing also needs to be determined. After your team/group has made its decision about which countries to enter—especially which country to enter first—and the mode of entry, you are ready to begin. Now the task becomes one of product management within and across countries, including:

- Understanding buyer behavior and how to motivate the buyer: Where do customers shop? What motivates their purchasing decisions? What level of brand awareness do they have?
- Segmentation, targeting, and positioning: Which segments to target? How to position brands for the chosen segment?
- Product decisions: Global product, adapted product, or local product? How to choose appropriate products for a market from an existing set?
- Pricing: How to price to meet local market conditions vs. multi-country pricing consistency? What is the gray market impact of large cross-market price differences? Pricing strategy?

- Advertising and promotion: Whether to use standardized home country ads vs. development of local campaigns (cost, consumer tradeoffs)? How to allocate the budget across advertising and other promotional expenditures? Differing ad and promotional objectives across markets.
- Distribution: In addition to the mode of entry issues raised above, what decisions would need to be made about the allocation of sales force to types of accounts, implying the relative emphasis on channels?
- Financial impact of each decision: How to ensure students manage their margins and understand the impact of fixed costs and capacity utilization?
- The schedule for the practice and competitive rounds will be presented in the Country Manager simulation.

Practice Round and Competition:

You will have **one practice round**. **Your team cannot start practice round unless ALL the team members have paid for Country Manager.** Each week after the practice round you will have two decision to make **in Competition rounds**.

The competition round decision has to be recorded in Country Manager on each Sunday and Wednesday at 11:59 p.m. You will have 6 weeks to complete 8 competitive rounds by each week making 2 decisions. It will require all members of the groups to participate. Evaluations will be conducted of both group simulation outcomes as compared to competitors and evaluation of each participants involvement in the simulation process. **You must register and pay for Country Manager immediately in the first week of class. Due date is May 11,2021.** You must not delay in registering with Country Manager. Failure to do this will have an impact on the grade you receive for this part of the course.

Please do not assign yourself to teams once you registered Country Manager. Your Coach will assign you to a team.

The due date to register Country Manager is May 11, 2022. No later.

Summary Report: At the end of the Simulation, you are to write a one page, single spaced summary report of your simulation experience. This summary report **MUST** include: a.) what you did NOT do well?, b.) what you did well?, c.) what you learned from the simulation project? This report if, done correctly as required by answering the three questions listed above, you will receive a full 5% of your grade.

Summary Chart of Grading

Assessments	Percentages
<i>Module Overview</i>	5%
<i>Assignment</i>	10%
<i>Assessment</i>	10%
<i>Simulation</i>	30%
<i>Peer Review</i>	5%
<i>Summary Report</i>	5%
<i>Exam # 1</i>	10%
<i>Exam # 2</i>	10%
<i>Final Exam</i>	15%
<i>Total Percentage for Course</i>	100%

Grading Levels

In determining the final course grade, the following scale is used:

Numeric Grade	Letter Grade
90 – 100	A
80 – 89.99	B
70 – 79.99	C

Any grade below a 70 is unacceptable in UNCP School of Business MBA program.

Course Schedule

1. The course schedule is located in the Canvas learning Management System.

2. Simulation schedule will be posted. Please read the material in the Country Manager site of Interpretive Simulations.

3. The Chapter Overview, the Chapter Assignment and Chapter Assessment are all outlined in Canvas and completed using CONNECT.

4. Test # 1 and Test # 2 dates are listed in Canvas Schedule.

5. Final Exam – this is presented in Canvas and its scheduled date of administration is listed in Canvas. This Final Exam is Proctored by Examity. You must sign up to take the exam.

Late Work Policy

The only late work that will be considered are those instances where the student has communicated with Professor Spillan before the situation occurs regarding unavoidable circumstances, *such as reporting an illness and submitting a doctor's note to their instructor.*

XI. Course Evaluation

At the end of this course, students are encouraged to complete a course evaluation that will be distributed to them via email and through a course link.

XII. Additional Course Information

Syllabus Subject to Change

While information and assurances are provided in this course syllabus, it should be understood that content may change in keeping with new research and literature and that events beyond the control of the instructor could occur. Students will be informed of any substantive occurrences that will produce syllabus changes.

Canvas as Home Base – There are four aspects of this course that you need to learn and learn quickly.

First, you need to become very, very acquainted with Canvas, the Learning Management System (LMS) for this course. All assignments are contained in Canvas.

Second, you need to learn about McGraw-Hill Connect to complete the assignments.

Third, you need to thoroughly understand Country Manager which is outside of Canvas but a major part of the MGT 5362 course. All of these segments are integrated into the course. Please take sufficient time to get acquainted with ALL aspects of the course that these items present.

PLEASE READ AND RE-READ MATERIAL POSTED IN CANVAS.

Fourth, No make-up tests allowed (*except for true documented emergency*)

Quizzes and Exams:

a. For online tests/quizzes

Missed tests/quizzes. Make-up tests and quizzes are not offered. As all quizzes and exams are provided in the online environment and, in most cases, available for 24 hours, **there will be no make-up tests or exams offered**. In cases of true emergency, the instructor may temporarily reopen a quiz or exam if the instructor is notified of the emergency within 24 hours of the missed test, **and** it is reasonably feasible, and documentation of the circumstance is produced upon the instructor's request.

b. For in person tests/quizzes

Makeup quizzes or exams are not offered. Exceptions are made for extreme emergencies. Contact the instructor as soon as possible, to make arrangements. However, in no case will a makeup test be offered unless the instructor has been notified within 48 hours of the original test date and documentation of the circumstance is made available upon the instructor’s request.

Simulation Grade Calculation:

The Country Manager will constitute 30% of your overall grade. This 30% will relate to 3 segments of the Simulation where you need to score points. These segments are:

Measure	Weight
Brand Equity Index	40%
Cumulative Net Sales	30%
Profitability	30%
Total	100%

These weights for each round will be aggregated and averaged to get a final score. There will be 8 rounds. So, the score you generate in round 1 is weighted according to the above chart and then at the of the semester all the weights are averaged to get your final score for the simulation. That is then multiplied by the course weight of 30%

An Example of Final Results

Performance Results Table

Performance Measures for period 8, ind1:

Company	Weighted Score	Stock Price	Total Shareholder Return (%)	Cumulative Net Income (millions)	Days Inventory	Debt to Equity (%)	Dollar Sales (millions)	Market Share (% of \$)	Market Value (millions)	Net Income (millions)	Return on Assets (%ROA)
A.(a)	97.5	133.58	18.4	17,377	11	28.7	84,072	42.5	74,271	5,073	15.8
B.(b)	56.7	2.93	-22.2	-376	154	NA	15,628	7.9	1,544	-735	-4.6
C.(c)	65.3	9.14	-13.9	1,867	37	385.5	19,358	9.8	5,777	-625	-4.1
D.(d)	57.4	3.20	-22.9	-7,560	35	NA	20,592	10.4	1,686	-1,355	-18.3
E.(e)	85.1	70.58	9.3	6,935	24	21.1	58,191	29.4	55,617	1,319	4.0

The table above is **ONLY** an example of how the results will look once you have completed the 8th round. The categories may be different, but the format will be the same. These are the aggregated results from all 8 rounds. To get your final score, you have to average all of these scores for the 8 periods. If you review your scores over the 8 period, you may see them go up and down. That is the reason for averaging them. The final average is then multiplied by 30% or the course weighting. There may be an upward adjustment depending on how the entire class performance.

Peer Review – Country Manager Simulation.

Each team member will complete peer review of each other student on their respective teams. The Peer review process will occur two time, once in the middle of the semester and once at the end of last week of the semester. Negative peer reviews will have an impact on a student's overall grade. The peer evaluation is based on 100 points and as such the final score will be weighted at 5% of your overall grade. Therefore the calculation of the Peer Review grade will be as follow:

The Peer evaluation will be done in the Simulation itself. Please review the Dashboard and materials that Interpretive Simulation gives you. The Peer Evaluation is located among all the materials Interpretive Simulation provides.

Calculation of Peer reviews.

$100 \times .05 = 5$ or 5 points will be added to the other points that are calculated in to the overall grade.

Exam Content And Assessments:

A. In Connect there are homework assignments and short assessments of what you read in Smartbook. You are given two attempts on the assessments for each chapter.

B. The following presents the format and the content of the exams –

Test # 1. – Chapters 1,2,3,5,6,7

Test # 2. – Chapters 8-14

Final Exam – this exam is COMPREHENSIVE and covers all the chapters that are covered in the class.

There is Proctoring of only the Final Exam.

Office Hours: I will hold office hours every Tuesday and Thursday from 7:00 p.m. to 8:00 p.m. I will continue this practice as long as students attend. If no students attend then the office hours will be eliminated. The Office Hours are intended to answer questions about the course content and delivery. You are welcome to come and join the discussion.

Appendix 1 - Expectations:

1. The course is fast paced only 7 weeks, so Time Management is critical.
2. Extensions and special schedule arrangements are not possible in such a short time frame.
3. You will do assignments in Canvas, McGraw -Hill Connect and Country Manager Simulation
4. Please be timely in getting your simulation individually and up and running for the first week.
5. We will have teams for the Country Manager simulation. My coach Ms. Yuanyuan Lin will be contacting you and helping you set up the teams.
6. You will have a practice round and then 8 real countable rounds.
7. You will have two tests and one Comprehensive Proctored Final Exam.
8. The UNCP bookstore has the Textbook and the Connect. So please contact them for materials.
9. Please do not delay getting started. If you are late getting started, you will not be able to make up material you have missed.
10. I will have weekly Office Hours to discuss course material and your issues.
11. Since this is a GRADUATE COURSE, it is important that, before you ask questions, you do RESEARCH on your own. Research is one of the Hallmarks of a graduate course and graduate school.
12. There are several YouTube videos that help with understanding Country Manager simulation. Please explore and find answers rather than asking "what is the answer"

13. Technical problems with Connect can be addressed by using the Technical Support material indicated in the Expectations Module. DoIT can be contacted for CANVAS tech problems - 910-521-6260 connects you to CANVAS tech support. McGraw-Hill tech support phone number is located in Module 2 of Canvas course.
14. I am available to ask questions. My turnaround on email questions is about 1 hour unless it is in the middle of the Nite.
15. If you do not have a business background from undergraduate degree you will find much of the material in this course very difficult. Introduction to Business, Marketing and Economics is critical to understanding the material in this course.
16. Those who become FREELOADERS on a team will be Fired and must do the simulation individually. So please think very seriously about participation on the groups/teams. Your team will make the decision to fire a team member.
17. Paying attention to all that is in Canvas is critical.
18. There will be two Peer Reviews during the course, one midway through and at the end of the course.