



UNIVERSITY OF NORTH CAROLINA PEMBROKE

SCHOOL OF BUSINESS

MGT 3150 Syllabus (night section)
Fall 2008

Christopher Ziemnowicz, Ph.D.
telephone: 910-512-6286 email: ziemnow@uncp.edu

INTERNATIONAL MANAGEMENT

An introduction to and an overview of the essential elements of international management. Emphasis on the application of behavioral and strategic management practices to global business environments.

Prerequisite: MGT 3060 (Organization and Management)

Course objectives:

- To help develop student's awareness of the importance of foreign markets and competition to US firms.
- To introduce the student to the contemporary issues in international business illustrating the unique challenges faced by managers in the international business environment.
- To cover a broad range of international business issues from an inter-disciplinary viewpoint and emphasizing the key concerns of the multinational and global corporation.
- To help the student to develop a truly global perspective rather than just seeing the United States' viewpoint.
- To help students to integrate into their thinking the important societal dimensions of diversity, environmental concerns, ethics, as well as technological change.
- To develop knowledge and skills to analyze cross cultural variables and their impact on international business.
- To develop and team-based learning where individual students become willing to commit to a high level of effort in their learning and as members of teams are capable of solving problems that exceed the capability of the most talented members.
- To strengthen communication skills through presentations of team research and recommendations.

Course outcomes:

After successful completion of the course students should expect of themselves to be able to:

- Develop an understanding of important international business terms and concepts.
- Understand how political, economic, and legal systems collectively influence global economic progress.
- Identify the role and impact of cultural variables in international business.
- Develop an increased sensitivity for the cultural, political, and economic differences
- Recognize how differences impact their ability to take advantage of international business and trade opportunities.
- Recognize changes reshaping business and trade, as well as appreciate the need to keep up to date regarding change.
- Develop a truly global approach in identifying, analyzing, and solving problems.



Course requirements:

General -- All students will have an attitude and demeanor that demonstrates a real commitment to the learning process. This includes being a willing participant in class projects, discussions, and other activities. The course's organizational strategy involves the transformative use of "groups" into high-performance cohesive team-based learning. The objective is to learn the course content, as well as to learn to use the content. These teams enable students to learn about themselves, how to interact with others on tasks, and how to keep on learning after this course is over.

Participation -- It is expected that students participate actively in matters related to assigned topics and team activities. Each student is asked to share knowledge gained and sources uncovered. This course will be a laboratory of learning, or a “think tank” where new ideas are tried out and decision-making and presentation skills are refined in a “fail-safe” atmosphere. After understanding the descriptive parts of the subject material, the emphasis will be on analysis – or what some refer to as critical thinking. In other words, once you summarize, capsule, or synthesize the givens through a straightforward description or classification, you need to focus on the more difficult requirement of thinking more creatively or complexly. While the descriptive part is someone like straight news reporting, the analytical part is more akin to an editorial. It involves developing a theme or a consistent point of view related to the givens. There are no clearly right or wrong answers or opinions in any analysis. However, tough questions are expected in order to learn and grow as managers.

Reading -- Active reading is required when reading the textbook, which is dense with concepts and facts. This means attacking each chapter by writing down your interpretation of what you have read and forcing yourself to react to what you have read. Make notes and jot down ideas that come to you as you read. If you underline or highlight, do so very selectively. If you merely highlight most of the text, you have done little to help yourself for the inexorable tests. At the end of each chapter you should make a few notes about what you have, and have not, learned thus far.

Case/Topic Analysis -- Students will prepare their own analysis, reactions, and views on each case in short written briefs. There is no specific formula for the analysis required in these assignments. Cases assigned from the textbook contain questions that may be used as departure points for your discussion and analysis. A list of sources used must be included and specific secondary data, quotes, etc. must be footnoted.

Team Participation -- Numerous opportunities will be available for team student participation. It is important to note that leaders are not born. Rather, all members of high-performance teams establish an atmosphere and activities that works synergistically to create energy and a focus on learning, improvement, and achievement. Thus all students become leaders and inspire by example, helping others to get better. All team members matter.

Readiness Assessment Test -- The primary purpose of these “RAT” exercises is to provide students with recurrent feedback on the depth of knowledge expected of them in the course material and underlying theoretical concepts. Quizzes will consist of multiple-choice questions. These exercises will focus on information, ideas, and terms described within each of sections of the textbook. First, individual students will take the RAT and then followed by answering the same RAT in their team.

Evaluation:

UNCP University policy concerning academic regulations, plagiarism, and academic honesty will apply in this course. Students will work in teams for assignment, case preparation, and study purposes. However, any lack of integrity (such as sharing of individual RATs) will be dealt with according to UNCP University policies.

Others informally evaluate you every day of your life according to your teamwork and communications. Furthermore, if you choose to go to graduate school, nothing else will be as crucial. Regardless of you future career plans, team and communication skills will be part of the assessment when you face your employment interview and your periodic reviews.

An assignment in this course is no different in this respect. What you have to say is invariably affected by how you express yourself. Since people learn by doing, students improve their writing skills through repetition, unless what is repeated is faulty. Any material used in the assignments must be referenced appropriately.

Three key factors of problem and case analysis include the following:

1. Personal – There should be a unique angle to the topic that you present that springs from who you are, so no two analysis are going to be alike.
2. Conceptual – Your work should proceed at the level of ideas or concepts. It is somewhat more abstract than the fact gathering of a straight descriptive disclosure, and ought to integrate, or tie together, facts or ideas in a coherent way.
3. Explanatory – Nothing defines the difference between description and analysis better than the notion that analysis ought to go beyond the obvious and explain something in an imaginative way.



The completion of all course requirements and assignments are intended to be primarily experiences that aid in student learning. A secondary purpose of the assessment items is to assess students’ knowledge, understanding of the underlying concepts, as well as the ability to apply course knowledge and understanding in other situations.

As the instructor for this section, I want you to do well in this course and taking this syllabus seriously will definitely help you accomplish this goal. Assessment is based upon achievement in three major performance areas and will determine the grades in this class: (1) Individual Performance, (2) Team Performance, and (3) Team Maintenance distributed as follows:

	Values
1) Individual Performance	25 %
Individual RATs	
Final exam	
2) Team Performance	50
Team RATs	
Assignments and case studies	
3) Team Maintenance	25
Evaluated by peers	
Total:	100 %

Marking criteria will be based on individual and team performance in all course requirements. Please note that grading of assignments invariably involves an element of subjective evaluation. I have found that what influences me most is content, and the balance, manner of expression. Obviously, the human element involved in grading your work makes that process less than perfect. However, the alternative – or a reliance solely on objective questions – can not only be sterile and just a regurgitation of the book, but also very inappropriate for the pedagogical objectives of this course. The final letter grade for each student will be earned according to performance in the following elements:

Evaluation Element	Poor D	Good (Average) C	Outstanding B	Superior A
Content Knowledge of relevant information	Partial evidence of relevant knowledge	Basic recounting of relevant information	Evidence of substantial knowledge of relevant information	Knowledge of information additional to that provided in the course
Concepts Understanding of underlying theoretical concepts	Partial evidence of understanding underlying theoretical concepts	Evidence of basic understanding of all underlying theoretical concepts	Evidence of substantial understanding of theoretical concepts	Ability to develop original points of view built from course concepts
Communication Quality of communication (concise, appropriate language, references, grammar, spelling)	Poor communication (e.g., grammatical or spelling errors) and reading of oral reports	Satisfactory ability (e.g., proper English usage, neatness, and suitable visual aids)	Communication characterized by clarity, coherence, and creativity	Completely flawless convincing professional delivery
Comment Original thought, critical reflection on study questions, synthesis of reading		Descriptive ability (e.g., straight news reporting)	Analytical treatment involving conceptualization, abstraction, and personification	Evidence of original thought, critical reflection, or synthesis of reading
Cumulative Qualities	Minimum length On task Legibility/neatness	Spelling and grammar Accuracy Organization	Clarity Coherence Logic	Comprehensiveness Depth Creativity

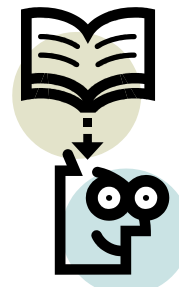
Textbook and additional readings:

Cavusgil, Knight, and Riesenberger. **International Business; Strategy, management, and the New Realities**, Pearson Prentice Hall, 2008.

To keep abreast of the recent developments in the international economy and business, students are advised to read publications such as *Business Week*, *The Economist*, *Fortune* on a regular basis.

Campus office hours:

I can be reached on the UNCP campus (Jacobs Hall, Suite P) telephone: 910-521-6286
Tuesday 2 - 3 pm; Wednesday 11:30 am - 12:30pm & 2 to 4:30 pm; Thursday 2 - 3 pm; & by appointment.



COURSE SCHEDULE

This is a planning effort only. It is subject to change by the instructor and the pace of the topics.

Week	Topic	
1 -	Introduction Chapter 1: Introduction: What is International Business?	
2 -	Chapter 2: Globalization of Markets and the Internationalization of the Firm Chapter 3: Organizational Participants that Make International Business Happen	RATS 1
3 -	Chapter 4: Theories of International Trade and Investment	
4 -	Chapter 5: The Cultural Environment of International Business	RATS 2
5 -	Chapter 6: Political and Legal Systems in National Environments Chapter 7: Government Intervention in International Business	
6 -	Chapter 8: Regional Economic Integration Chapter 9: Understanding Emerging Markets	
7 -	Chapter 10: The International Monetary and Financial Environment	
8 -	Chapter 11: Global Strategy and Organization Chapter 12: Global Market Opportunity Assessment	
9 -	Chapter 13: Exporting and Countertrade	
10 -	Chapter 14: Foreign Direct Investment and Collaborative Ventures	
11 -	Chapter 15: Licensing, Franchising, and Other Contractual Strategies	
12 -	Chapter 16: Global Sourcing	
13 -	Chapter 17: Marketing in the Global Firm	
14 -	Chapter 18: Human Resource Management in the Global Firm	
15 -	Chapter 19: Financial Management and Accounting in the Global Firm	