

Graduate Studies

MGT 510- International Management

Fall 2018

Professor:	Faculty Phone:
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Office Hours:	Wednesdays 12:30 pm -1:30 pm
Class Location:	MV 7 (Graduate Studies Classroom)
Class Sessions:	Tuesdays 4:00 pm-6:45 pm

COURSE DESCRIPTION: This course is a 4-credit semester-long course.

The goal of this course is to enhance the student's preparation for effective leadership and management in the dynamic and ever-changing environment of international business. Students will explore the political, legal, technological, ethical, competitive, and cultural factors that affect organizations today, through applied learning. Tools in design thinking, decision-making, and management models will be applied. There will be emphasis on the development of emotional and cultural intelligence and intercultural communications. Managing political risk, government relations, and alliances will also be included.

Instructional Method:

The role of the professor is to give the students a general map, and to guide students in a process of reflection and discovery through which cognitive and behavioral skills are cultivated. This requires a learning environment that includes involvement, reflection, communication, active listening, and cognitive awareness.

The class will be conducted as an interactive exchange. It will be assumed that all students have read the assigned material, completed any homework, and have prepared for class. Each class will involve discussion and dialogue as major elements in the learning strategy. Students will take an active role in leading discussions and debating topics, presenting cases, and providing critical commentary. Risk-taking is encouraged and creative self-expression is genuinely commended.

To more effectively facilitate student learning, the professor will be taking an online course from September 3-28, 2018. The course is offered by the Centre for Executive Education at the UN University for Peace. The course is entitled "Educating in Changing Times: Reflect, Rethink, Rebuild".

<http://centre.upeace.org/programs/onlinecourses/educating-in-changing-times/>

The online course is focused on student-centered learning. The teaching methods in this course will be adapted throughout the semester so that the professor may apply what she is learning. Your support and feedback will be greatly appreciated.

COURSE MATERIALS: REQUIRED TEXTS and TECHNOLOGY:

(2018) Luthans and Doh. *International Management: Culture, Strategy, and Behavior, Tenth Edition*. International Student Edition. McGraw-Hill Education International.

ISBN: 978-1-259-92192-6

Daily news topics relevant to the course from different sources and other readings added to supplement learning.

Use Moodle for all communication and to download and print other required readings.

This course conforms to the Graduate Studies Academic Policies as outlined in **Appendix A** below.

LEARNING OUTCOMES in Addition to Chapter Learning Objectives:

A Student who successfully passes this course will be able to demonstrate that he/she is able to:

1. *Develop learning goals and strategies for improving competencies analytical, critical, and innovative thinking skills, cultural intelligence, and emotional intelligence*
2. *Understand and assess the drivers and consequences of globalization, its impact on specific regions, and the emerging concerns about its influences on countries around the world*
3. *Evaluate the impact of cultural, political, technological and environmental factors on decision making*
4. *Explain, understand, and assess the challenges of managing across cultures*
5. *Apply knowledge and experiences needed to be culturally sensitive in leading and motivating across cultures (Intercultural Development Plan)*
6. *Understand and value the need for ethics and social responsibility in international management, and the growing pressures on firms to act in an ethically and socially responsible manner in their global business operations*
7. *Identify and use your strengths to find innovative ways to approach real world issues*
8. *Apply your skills to create economic and social value to make a positive impact in your career.*
9. *Apply what you learn as quickly as possible by taking the opportunity to create a context for real-time learning*
10. *Readily Adapt to changes as they present themselves (i.e. Changes in teaching methodologies)*

ASSESSMENT METHODS: Your performance in this course and the degree to which you fulfill the expected learning outcomes is based on the following:

Team Project 1 & Class Discussion	25%
Individual Class Participation	20%
Cultural Intelligence (IDI Journal)	20%
Team Project 2 & Presentation	35%
TOTAL GRADE	100%

Team Project 1 & Class Discussion (25%).

Five teams of three will prepare a short analysis (6-7 pages) on the effects of globalization in 2018 on one of the five largest economies in the world. How is it affecting the decisions of multinational companies doing business in the country? Choose the two most impactful changes in the country to which you are assigned.

The following are links to information that will help you to get started on your research:

<https://www.kof.ethz.ch/en/forecasts-and-indicators/indicators/kof-globalisation-index.html>

<https://www.bertelsmann-stiftung.de/en/topics/aktuelle-meldungen/2018/juni/industrialized-countries-are-the-winners-of-globalization/>

<https://www.bcg.com/en-ch/default.aspx>

<https://www.weforum.org/agenda/2018/04/the-worlds-biggest-economies-in-2018/>

1. USA
2. China
3. Japan
4. Germany
5. UK

*You should draw implications of the issues and their impact on international management practices. This analysis should be in the form of a 6-7-page double-spaced paper with references both from the textbook and at least four credible outside sources. **Upload to Moodle Project 1 folder by October 10th at 11:00 PM. All students read all reports for class discussion on Tuesday, October 16th**

Individual Class Participation (20%).

Class participation is extremely important for learning and teaching. You are expected to attend each class meeting and to be prepared to contribute actively to the discussion. Four times during semester your participation will be assessed by the professor, your peers, and yourself. Participation evaluation criteria can be found in **Appendix B** below.

Cultural Intelligence IDI (20%).

Carefully read your Individual Profile Report and participate in a one-hour meeting with Dean Knaust to discuss your profile and Intercultural Development Plan. The ID will be a part of MGT 510 (this course) and MGT 531 Global Issues and Responsible Leadership in spring 2019. Students will retake the IDI in late April 2019.

You will choose three of the ten Intercultural Learning Opportunities each semester. **One of the three learning opportunities must be an Intercultural Journal.**

Assignment requirements and due dates will be assigned on or before September 11, 2018. A folder with IDI Assignments will be uploaded to Moodle.

Team Project 2 & Presentation (35%).

Your group will use the process of design thinking to develop a new product (program) for Executive Education at Franklin University Switzerland. The target country market will be Switzerland.

More details to follow.

TENTATIVE CLASS SCHEDULE

<p>8/28 Tuesday 4:00 pm–6:45 pm</p>	<p>International Management</p> <p>Review Syllabus Project 1 Teams assigned Design Thinking https://dschool.stanford.edu/resources/virtual-crash-course-video</p> <p><u>PREPARE THE FOLLOWING FOR NEXT Class 9/4</u></p> <p>Read Chapter 1 Answer all Questions in The International Spotlight on India Upload into Moodle Folder Class Assignments under India (Be sure to look for more current information on this issue)</p>
<p>9/4 Tuesday 4:00 pm–6:45 pm</p>	<p>Globalization and International Linkages</p> <p>Course Topics Overview Current Issues in the 2018 Global Environment Walmart in India</p> <p><u>PREPARE THE FOLLOWING FOR NEXT Class 9/11</u></p> <p>Read Chapter 2</p> <p>Update Table 2.1 to 2018 and be prepared to discuss Ease of Doing Business measures and that of your home country</p> <p>Develop an Outline for class discussion on Social Media and Political Change in <u>your home country</u> Upload into Moodle Folder Social Media Change</p>
<p>9/11 Tuesday 4:00 pm–6:45 pm</p>	<p>The Political, Legal, and Technological Environment</p> <p>Overview Ease of Doing Business Social Media and Political Change</p> <p>IDI Assignments</p> <p><u>PREPARE THE FOLLOWING FOR NEXT Class 9/18:</u></p> <p>Read Chapter 3</p> <p>Prepare In-depth Integrative Case 1.2 The Ethics of Global Drug Pricing- (pgs. 113-120) Answer all questions Upload to Moodle Folder Global Drug Pricing</p> <p>Submit Team Project 1 Outline and Sources (See Project 1 Defined Below)</p>
<p>9/18 Tuesday 4:00 pm–6:45 pm</p>	<p>Ethics, Social Responsibility, and Sustainability</p> <p>Overview</p>

	<p>The Ethics of Global Drug Pricing Principles of the Global Compact</p> <p><u>PREPARE THE FOLLOWING FOR NEXT Class 9/25:</u></p> <p>Read Chapter 4</p> <p><u>Explain, understand, and assess</u> the value of the Globe Project in helping managers to meet the challenges of managing across cultures</p> <p>Also, review the project outline and design for Globe 2020 and identify how the future results will be helpful to companies</p> <p><u>http://globeproject.com/globe_2020</u></p> <p>How did Project GLOBE build on and extend Hofstede’s Analysis? What unique contributions are associated with project GLOBE. Upload to Moodle folder GLOBE</p>
<p>9/25 Tuesday 4:00 pm–6:45 pm</p>	<p>The Meanings and Dimensions of Culture</p> <p>The Globe Project 2020 IDI</p> <p><u>PREPARE THE FOLLOWING FOR NEXT Class 10/2:</u></p> <p>Read Chapters 5 and 6 Managing Culture and Diversity in Global Teams Choose an article about your home country to enhance the discussion Upload to Moodle folder Culture and Diversity</p>
<p>10/2 Tuesday 4:00 pm–6:45 pm</p>	<p>Managing Across Cultures</p> <p>Managing Culture and Diversity in Global Teams</p> <p>Project 2 Requirements Defined and Teams Assigned</p> <p><u>PREPARE THE FOLLOWING FOR NEXT Class 10/9</u></p> <p>Read Chapter 7 Prepare for Negotiations Assignment *Expert in Cross-Cultural Communications invited</p>
<p>10/9 Tuesday 4:00 pm–6:45 pm</p>	<p><u>Negotiations Exercise</u></p> <p><u>PREPARE THE FOLLOWING FOR NEXT Class 10/16</u></p> <p>Individual Project Due 10/ 12 by 11:00 PM. Upload to Moodle Folder Project 1.</p>
<p>10/16 Tuesday 4:00 pm–6:45 pm</p>	<p>Effects on Globalization in 2018 Team Project 1 Class Discussions and Questions More on Project 2 and Design Thinking</p>
<p>10/22-11/04</p>	<p>10/22-10/26 Career Strategies Seminar</p>

	<p><u>10/27-11/04 Fall Break-ENJOY</u></p> <p>PREPARE THE FOLLOWING FOR NEXT Class 11/6:</p> <p>Read Chapter 8</p> <p>Apply SWOT Analysis to Project 2 Upload to Moodle folder SWOT Analysis</p>
<p>11/6 Tuesday 4:00 pm–6:45 pm</p>	<p>International Strategic Management</p> <p>Crash course in Strategic Management by Dr. Young</p> <p>PREPARE THE FOLLOWING FOR NEXT Class 11/13:</p> <p>Read Chapter 9</p> <p>Internet Exercise: Organizing for Effectiveness Upload to Moodle folder VW and Ford</p> <p>Prepare Brief Integrative Case 3.1: Tata “Nano”: The People’s Car for class discussion</p>
<p>11/13 Tuesday 4:00 pm–6:45 pm</p>	<p>Market Entry Strategies and Organizational Structures</p> <p>Discussions about VW, Ford, and Tata</p> <p>PREPARE THE FOLLOWING FOR NEXT Class 11/20:</p> <p>Read Chapter 10</p> <p>Research from World Economic Forum</p> <p>Study the Global Risk Landscape</p> <p>Executive Summary Global Risks 2018-Fractures, Fears and Failures</p> <p>Global Risks of Highest Concern in Doing Business 2018</p> <p>http://reports.weforum.org/global-risks-2018/global-risks-2018-fractures-fears-and-failures/</p>
<p>11/20 Tuesday 4:00 pm–6:45 pm</p>	<p>Managing Political Risk, Government Relations, and Alliances</p> <p>Discussion and application of information on Political and Business Risk</p> <p>PREPARE THE FOLLOWING FOR NEXT Class 11/22:</p> <p>Read Chapter 11</p> <p>Internet Exercise: Looking at the Best</p> <p>Answer all questions and Upload to Moodle folder Procter & Gamble and Panasonic</p>
<p>11/20 Tuesday 4:00 pm–6:45 pm</p>	<p>Management Decision and Control</p> <p>PREPARE THE FOLLOWING FOR NEXT Class 11/27:</p> <p>To be determined based on class learning thus far</p>

12/3 Tuesday 4:00 pm–6:45 pm	<p>To be determined based on class learning thus far</p> <p>PREPARE THE FOLLOWING FOR LAST Class 12/10:</p> <p>Group Presentation and Paper Upload to Moodle folders Project 2 Presentation and Project 2 Paper by Sunday, 12/8 at 5:00 PM</p> <p>Course Evaluations</p>
12/10 Tuesday 4:00 pm–6:45 pm	<p>Team Project 2 Presentations</p> <p>Course Learning</p>
Winter Break	12/14/18-1/20/19
ENJOY!	

APPENDIX A: Academic Policies

GRADING POLICY: Your final grade will be computed based on the total points you earn as a percentage of the total points possible.

The equivalencies for a given letter grade, and its percentage range are as follows:

Letter Grade	Percentage range
A	94% - 100%
A-	90% - 93%
B+	87% - 89%
B	84% - 86%
B-	80% - 83%
C+	77% - 79%
C	74% - 76%
Fail	Below 73%

The criteria for numeric grades set forth in the Franklin University Catalog are as follows:

- A: **Outstanding.** The student displayed exceptional grasp of the material, frequently with evidence of intellectual insight and original thought.
- B: **Excellent.** Work demonstrated a thorough grasp of the material with occasional errors and omissions. Assignments were thoroughly and completely done, with careful attention to detail and clarity and with evidence of intellectual insight.
- B- or C: **Acceptable.** The quality of work was acceptable, meeting minimal course standards, but was not exceptional. Performance on examinations and other assignments was satisfactory and demonstrated that the student was keeping up with the material and attending to detail.
- Below C: **Unacceptable** for graduate credit.
- I: **Incomplete**
 A grade of I (Incomplete) may be assigned to students whose course work has been satisfactory, but due to illness or extenuating circumstances are unable to complete the course. For students to be eligible for an Incomplete they must have completed at least 60% of the total required course work with a grade of B- or better. Students must provide their instructor with documented information that substantiates their reason for requesting an Incomplete. The instructor makes the decision as to whether to grant a grade of I, and sets a deadline for the remaining course work to be completed within a seven-week period. The Director of Graduate Studies must approve the Request for Incomplete.

Graduate students will not receive credit for a course with a grade below C. 45 credits and a cumulative GPA of 3.0 are required to successfully complete the program. Students below this standard at the end of the fall semester, will be evaluated on a case by case basis to determine if successful completion of the program is possible.

ATTENDANCE POLICY: You are expected to attend all classes.

ELECTRONIC DEVICES IN THE CLASSROOM: The use of cell phones, tablets or other mobile communication devices is disruptive, and is therefore prohibited during class. Computer use during class is allowed only when directly requested by the instructor.

SOFTWARE APPLICATIONS: The following software applications are required for this course:

- Outlook web application for email. Students must have an active @fus.edu email account. All course-related communication is via Moodle and through fus.edu e-mail. You can access your @fus.edu email from any computer from this web address:
<https://maildb.fc.edu/owa/auth/logon.aspx?url=https://maildb.fc.edu/owa/&reason=0>
- Moodle (<http://moodle.fus.edu/course/index.php?categoryid=80>) is the Learning Management System for class discussions, announcements, posting of assignments and course materials. You can access Moodle through my.franklin.edu using your Franklin ID login and password.
- MS Office software for assignments and course materials: Word, Excel and PowerPoint.

CORRESPONDENCE AND ACCESS TO COURSE INFORMATION: All course information including assignments, syllabi and correspondence are available directly via Moodle. In addition, students must have an active @fus.edu email account. All course-related communication, correspondence with your instructor, and course announcements via Moodle will use @fus.edu email. It is the student's responsibility to frequently check both Moodle and his or her @student.fus.edu email for changes, additions, or general information about coursework.

ON CHEATING AND PLAGIARISM: We are all here to share knowledge – our own, that of our colleagues and instructors, and that which we gain from other scholars, past and present. It is incumbent upon us all to recognize the sources of our information, whether it is in class discussion or in written work. Failure to acknowledge sources, and the use of unauthorized information sources, are both contradictory to the ideals of the Franklin University and Swiss communities. Any deemed plagiarism or attempted deception in a written paper or on an exam will be cause for Disciplinary Probation or even removal from the MSIM program.

It is within the prerogative of the instructor to take a student's paper during an exam and to ask that student to take an oral exam, or another exam, at the instructor's choice. A student found cheating on an exam may be given an "F" for the examination and, if it is a final examination, will fail the course. Notification by an instructor of cheating or plagiarism will be sent to the Director of Graduate Studies. A second offense in that, or any other course, may result in dismissal from the program.

GRADUATION AND COMMENCEMENT: Franklin University Switzerland confers the Master of Science degree in August. Graduate students who have completed all MS degree requirements, except for the Practical Experience, may participate in the commencement ceremony held in May. Once a student has successfully completed the Practical Experience requirement, the student will officially graduate and receive his/her diploma.

GRADUATION WITH DISTINCTION: If a student earns a GPA of 3.6 or higher, the student will graduate with honors. This will be indicated on the transcript as "With Distinction."

APPENDIX B: Participation Evaluation Criteria

Your participation will be evaluated based on the quality and quantity of participation as well as your attendance and preparation. You are expected to attend all academic class sessions and program activities and to be prepared and actively participate in class discussions and exercises, seminars, workshops, and coaching sessions.

What constitutes participation?

1. Those who are well prepared and follow the discussion in their heads without making any comments are not distinguishable from those who are unprepared and inattentive, and therefore, cannot expect a better participation grade.
2. This program is experiential in nature and therefore active participation goes beyond discussion. Active participation means that you are prepared and engaged.
3. Class participation is very important in this program because it allows you to share and exchange ideas with others. This stimulates and enhances the learning process. However, the quality of your comments is more important than the frequency.
4. You need to make every effort to contribute in a thoughtful and meaningful manner.

Participation is assessed on a scale of 0 to 4 as to what extent you demonstrate the skills listed below:

0	Little or No Extent	rarely, less than 20% of the time
1	Some Extent	occasionally, about a third of the time
2	Moderate Extent	about half the time
3	Good Extent	about two thirds of the time
4	Great Extent	above 80% of the time

- Understands course concepts
- Is prepared
- Participates actively and frequently
- Is reliable and punctual
- Collaborates and cooperates effectively with teams
- Shares insightful and meaningful comments
- Listens attentively to classmates and instructor
- Contributes to class learning
- Takes on a leadership role

APPENDIX C: Professional Skills Evaluation Criteria

Professional skills are the complementary skills that support your ability to successfully apply your domain or specialist skills. As a new graduate, these skills can help you gain access to job opportunities. Once employed, your professional skills can propel you into the environment you seek even if you have little work experience. They are part of every interaction you have with your colleagues. During your time at Franklin, you use professional skills in aspects of your coursework, interacting with university administration, professors and peers.

Professional skills are assessed on a scale of 0 to 4 as to what extent you demonstrate the skills listed below:

0	Little or No Extent	rarely, less than 20% of the time
1	Some Extent	occasionally, about a third of the time
2	Moderate Extent	about half the time
3	Good Extent	about two thirds of the time
4	Great Extent	above 80% of the time

- Listens carefully to decipher meaning, including knowledge, values, attitudes, and intentions of the speakers
- Articulates thoughts and ideas effectively using oral, written, and nonverbal communication skills in a variety of contexts
- Demonstrates ability to acquire and use knowledge and expertise to achieve team goals.
- Evaluates information critically and competently; appropriately questions the source and validity of public information
- Is competent in using technology as a tool to research, organize, evaluate, and communicate information
- Demonstrates initiative to advance self and team member competencies to a masterful level
- Sets clear goals with tangible success criteria and timeframes
- Acts to achieve goals involving appropriate stakeholders
- Uses time efficiently and manages workload effectively
- Participates actively, being both reliable and punctual
- Conducts self in a respectful, authentic professional manner
- Effectively uses business protocols and concepts across cultures
- Maintains a positive and enthusiastic attitude
- Holds self and team members accountable for results
- Defines, prioritizes, and completes tasks without direct oversight

APPENDIX D: Leadership Skills Evaluation Criteria

Leadership skills are formally evaluated in the Leadership in Action Seminar. However, successful students will apply these skills in all aspects of the program and in daily life.

Leaders are assessed and evaluated continuously: political leaders by voter polls, corporate leaders by share price, and non-profit organizations by social wellbeing indices. Leaders have a broad impact and therefore the evaluation of your leadership skills is also broad. You will be evaluated on your leadership skills based on self-assessment and peer-assessment as well as by the instructors with whom you interact.

Each assessor will evaluate your leadership skills on a scale of 0 to 4 as to what extent you demonstrate the skills listed below:

0	Little or No Extent	rarely, less that 20% of the time
1	Some Extent	occasionally, about a third of the time
2	Moderate Extent	about half the time
3	Good Extent	about two thirds of the time
4	Great Extent	above 80% of the time

Leadership and Responsibility

Cultural Intelligence

- Readily changes or is changed to positively affect results in a diverse group
- Suspends judgment: thinks before acting
- Determines cultural differences and adapts behavior accordingly
- Is attuned to the values, beliefs and body language of people from different cultures and uses this knowledge to interact with empathy and understanding
- Takes the initiative to learn about different cultures
- Responds open-mindedly to different ideas and values

Personal & Social Responsibility

- Is accountable for what he or she thinks, says and does
- Works on one's own character and skills development
- Is self-motivated
- Designs a life that honors individual values and purposes
- Demonstrates commitment to learning as a lifelong process

Effective Communication

- Uses interpersonal and problem-solving skills to influence and guide others toward a goal
- Knows how to be an engaged listener and when to be an engaging speaker; sees communication as a two-way process
- Creates a desired effect using verbal and non-verbal communication
- Understands the emotions and intentions underlying the information conveyed

Critical and Creative Thinking

- Actively and skillfully conceptualizes, applies, analyzes, synthesizes, and evaluates information to reach an answer or conclusion
- Is open to new ideas and perspectives and willing to challenge personal beliefs and investigate competing evidence
- Uses evidence to make clear, rational and open-minded decisions; avoids value judgments
- Generates new ideas within or across domains of knowledge drawing upon, or intentionally breaking with, established symbolic rules and procedures
- Draws upon preparation, incubation, insight, evaluation, elaboration and communication to add value

Adaptability and Flexibility

- Consciously considers all angles of a new or unforeseen situation to carefully adapt to shifting circumstances
- Is willing to get out of personal comfort zone and reinvent self, if need be
- Can withstand stress
- Demonstrates willingness to change or compromise
- Can react constructively when unexpected situations arise

Self Reflection

- Is committed to exercising introspection about personal values, beliefs, styles of communication, successes and failures to become more effective in all areas of life
- Takes time for contemplative practice

Capacity for Uncertainty

- Works effectively in a climate of ambiguity and changing priorities
- Redefines problems and recreates solutions with little information or precedence
- Is willing to participate in new endeavors and take risks when there is no prescribed way of doing things

Collaborative Mindset

- Personally, connects with others on an honest human level, building commitment to maximize positive impact
- Demonstrates ability to work effectively and respectfully with diverse teams
- Leverages the strengths of others to accomplish a common goal
- Inspires others to reach their very best via example and selflessness

Innovative Approach

- Changes his or her mindset, takes risks, challenges assumptions and embraces ambiguity
- Takes an unconventional and ingenious approach to problem-solving; sees new ways of doing things; breaks the mold

Digital Agility

- Hyperaware & open-minded to respond quickly to the changes in Digital Transformation
- Informed decision maker who relies on data and trusts his or her intuition
- Rapid and efficient implementation of decisions
- Explores and creates value driven innovative business models