

Management 328: Section 5
INTERNATIONAL MANAGEMENT

Fall 2014

Last Updated 8/4/2014

ABOUT THIS COURSE

We live in a world of intensifying global relationships, one in which international business has become the key determinant of economic development and prosperity. This course is designed to give students a fundamental understanding of the environment in which international business operates and of the business practices required to compete successfully in global markets.

COURSE LOGISTICS

Class sessions:

TR 11:00-12:15 in GSM 117

Instructor:

Doug Thomas: douglasethomas@unm.edu OR (505) 277-8892

Office hours: Anderson 2150

Wed 1:30-3 PM and Tue 9-11 AM or by appointment

Textbook:

Peng, Mike, 2012, Global. 2nd Edition. Cengage Learning.

The bundle includes:

BNDL: PKG GLOBAL SE + REVIEW CARDS + BIND IN ACCESS CARD

COURSE OBJECTIVES

By the end of this course students should have:

1. A broad understanding of the international business environment,
2. Some practical knowledge on how cultural, political, and economic factors influence doing business abroad,
3. An understanding of how the environment and the capabilities of the firm determine the strategic alternatives available to the international executive,
4. An ability, in any international business situation, to identify the critical issues, ask the right questions, and use the answers to develop firm-specific business strategies,
5. A framework for understanding and enjoying international business news, so that the knowledge gained from this course can be updated on a continuing basis,
6. An understanding of the ethical complexities of international business.

LEARNING PHILOSOPHY

In terms of learning format, this is not a regular lecture-style class, but an interactive, participatory course. My personal belief and experience is that you will be most likely to actually learn something when you are able to become actively involved in what goes on in the classroom. Thus, I see my role largely to be a motivator or a facilitator rather than a lecturer. I don't feel that I have some huge knowledge advantage relative to the students. My main goal is to motivate you to become excited about the issues and topics discussed and to become involved in a lifelong process of learning. The bottom line is, class participation is very important in this course.

Students are expected to come prepared for every class; i.e. they are expected to have read the assigned reading

materials *before* the class and come prepared to discuss the material. Students are expected to attend class regularly

PERFORMANCE EVALUATION

Please remember that average performance in higher education courses is predicated on spending approximately two hours in out-of-class preparation for each hour spent in the classroom. Thus, to earn an average grade of C, you should be investing about six hours per week in preparing for this course. *Ceteris paribus*, if you spend fewer than six hours you should expect to earn a lesser grade; if more than six hours a higher grade. Please be prepared to document time spent in preparation if you have any dispute about your grade.

Keeping the above guideline in mind, your grade in this course will be calculated as follows:

- Mid-term Exam 20% (200 points)
- Final Exam 20% (200 points)
- GLO-BUS Project 30% (300 points)
- International business plan presentation (Group) 15% (150 points)
- Quizzes (15 worth 10 points each) 15% (150 points)

GLO-BUS PROJECT

We will compete amongst ourselves in an international strategy simulation, GLO-BUS – www.glo-bus.com. The cost is \$42.95 per person. The decisions include financial, marketing, accounting, operations and strategic ones. In some sense, this game helps business majors think about everything that you will need to know to successfully enter international markets and operate a business internationally. The game will be played in groups of 2-3 students and is competitive (between groups). Each group is a company and the groups in the section comprise the global camera industry. The game requires all of the skills that you have been developing throughout your studies. The ideal would be to have diversity in your group in all the senses of the word. For example, diversity in terms of major (i.e., having people from marketing, finance, accounting rather than all marketing majors) will allow you to be much more successful in general. Decisions are due at the beginning of class on each day that they are due (days indicated below in class schedule). **No late decisions are accepted.** www.glo-bus.com is the site for the simulation. This is a web-based simulation. You can play it from any computer that has access to the Internet. We will be using part of class time for instruction related to the game.

The performance portion of your grade will be based on the 5 scoring criteria in the game, which are:

- Earnings Per Share: 20%
- Return on Equity: 20%
- Stock Price: 20%
- Credit Rating: 20%
- Image Rating: 20%

Your relative performance on the total of these five measures, within the industry and the entire class will constitute the performance portion of your grade. The grades generally range from A to C on the performance portion of the game. The game produces an automatic FINAL score. This score does not correspond with the traditional 90-100 in an A format (etc.). The score does range from 0 to 100. Typically a score of 80 or above in the game receives an 'A' (although this is not etched in stone) for the performance portion of simulation grade (300 points). Scores in the 50 to 80 point range generally receive a 'B'. Scores below 50 generally receive a 'C'. Remember, even if your team gets a certain score, your individual grade resulting from your team's performance may be lowered (or even raised) based on your peer evaluations. **ALSO THESE ARE ESTIMATED RANGES. I RESERVE THE RIGHT TO ADJUST THESE RANGES IF NECESSARY.** Some people do not like having performance in a simulation as part of a grade. They believe this is too unpredictable. However, I believe that success in this simulation comes through preparation, attentiveness, taking the simulation seriously, practicing, and hard work. Success also comes through learning to analyze and understand the reports that are produced and then to make decisions accordingly.

Teamwork

As in real organizations individuals may not perform satisfactorily to the other team members. In such cases individuals may be fired from the team. This action is drastic but often necessary. I will, upon written-petition of all

other team members, authorize teams to "fire" an individual from the team. Individuals that have been fired from a team will have the opportunity to solicit a new position from another team. It is however at the discretion of other teams whether they wish to hire a fired individual or not. No other team will be obligated to hire a fired individual. ***If another team does not hire a fired individual (teams are under no obligation) the score for the simulation portion of the course grade will be zero! Peer evaluations may raise or lower an individual's grade!***

Free riders and social loafers beware!!!!

EXAMS

Two exams will be given during the semester. One will be administered as a mid-term and the other during finals week. Both exams will be multiple choice and/or short answer and each will consist of approximately 50 questions. The exams will be in Blackboard. Each exam is worth 200 points. The final exam will be available to you during Finals week (over several days in Blackboard).

QUIZZES

Each week there is a weekly quiz made available to you. There will be 15 quizzes (one for each of the chapters in the text AND one for Glo-Bus). The chapter quizzes are designed specifically to help you for the exams. The questions are similar to the types of questions that are on the exams. You have a two-week window to complete each chapter quiz. For example, the quiz for week (chapter) 1 is due by Sunday at 11:59 PM of week 2 of the class. For example, the quiz for week (chapter) 2 is due by Sunday at 11:59 PM of week 3 of the class. You will also take one quiz on the Glo-Bus simulation; the quiz must be completed by September 12. Each quiz is worth 10 points.

INTERNATIONAL BUSINESS PLAN PRESENTATION

In groups of 2-3, you will develop a plan for a business to enter a country in which it currently does not operate. The presentation should consist of:

1. The feasibility of the entry (5-7 slides). Analyze the potential for a company's entry into a country in which it isn't currently operating. Would it work? Why? Why not? Use concepts, ideas, etc. from the course.
2. The plan for the entry (5-7 slides). Assuming it is feasible, how, when, where (what part(s) of the country) etc. should it enter? Should it enter with a partner? What adjustments to its products/services need to be made? The deliverable that is due from this assignment is a set of PowerPoint slides. You will also make a 7-10 minute presentation at the end of the semester. Provide as much detailed analysis as possible on the feasibility and entry plan in the allotted time and slide limits.

STUDENTS WITH DISABILITIES

If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make arrangements to meet your needs in a timely manner. Frequently we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

ACADEMIC INTEGRITY

Any violation of the Student Code of Conduct will be taken very seriously and appropriate sanctions will be applied. Violations include: plagiarism and exam misconduct. Please refer to the UNM Pathfinder for additional information - <http://www.unm.edu/~sac/pathfind.html>.

TENTATIVE SCHEDULE OF ASSIGNMENTS*

August

- 19 Class Introduction
- 21 Introduction to Glo-Bus
- 26 **Chapter 1**
- 28 GLO- BUS Group Work

September

- 2 **Chapter 2**
- 4 GLO- BUS Group Work
Practice Decisions Due for GLO-BUS

- 9 **Chapter 3**

- 11 GLO- BUS Group Work
Practice Decisions Due for GLO-BUS
Glo-Bus Quiz Due

- 16 **Chapter 4**
- 18 **Decisions Due for GLO-BUS**

GLO- BUS Group Work

- 23 **Chapter 5**
Chapter 6

- 25 **Decisions Due for GLO-BUS**
GLO- BUS Group Work

- 30 **Chapter 7**

October

- 3 **Decisions Due for GLO-BUS**
GLO- BUS Group Work
EXAM #1 (Chapters 1-7)

- 7 **Chapter 8**
- 9 Fall Break
- 14 **Chapter 9**
- 16 **Decisions Due for GLO-BUS**
GLO- BUS Group Work
- 21 **Chapter 10**
- 23 **Decisions Due for GLO-BUS**
GLO- BUS Group Work
- 28 **Chapter 11**
Chapter 12
- 30 **Decisions Due for GLO-BUS**
GLO- BUS Group Work
- November*
- 4 **Chapter 13**
Chapter 14
- 6 **Decisions Due for GLO-BUS**
GLO- BUS Group Work
- 11 Work on International Business Plan Presentations
- 13 **Decisions Due for GLO-BUS**
- 18 International Business Plan Presentations
- 20 International Business Plan Presentations
Decisions Due for GLO-BUS
- December*
- 2 International Business Plan Presentations
- 4 International Business Plan Presentations

** Subject to change for the benefit of the class at the discretion of the instructor*