

Management 328.004 (Course #13352)  
International Management  
Fall 2015  
Wednesdays 5:30 – 8:00  
ASM 1065  
Office Hours MW 1-2 and 3-5pm  
Last updated: March 25, 2015

Professor: Dr. Manuel R. Montoya

Email: [mrmonto@unm.edu](mailto:mrmonto@unm.edu) (best way to reach me and the primary way to send formal correspondence)

Office Hours: ASM 2074; Tuesdays and Wednesdays 2-4pm; or by appointment

Course Description: We encounter global relationships every day, and the way we conduct business is an ever evolving process that requires us to understand the dynamics of globalization and its political economy. This course is designed to introduce students to the concepts of globalization and the global political economy and the role that businesses play therein. We will examine contemporary debates over the political, social and economic consequences of the globalization of markets and industries. We will also examine the responses of multinational enterprises to the challenges of globalization.



The world is a complex place, and  
requires that we learn how to  
imagine its full potential.

Course Objectives: We want you to leave this class with the ability to shape a strong, credible concept of what globalization means and how that shapes business and economic activity.

1. To gain a general understanding of the circumstances wherein international business emerges; To appreciate the interdisciplinary nature of international business,
2. Learn the difference between global and international structures, learn what the world system is and how it operates
3. Understand the role of businesses in a political economy,

4. To be able to characterize an international business environment,
5. To learn the ability to think critically about international business problems, including issues that arise in the foreign exchange market, cultural issues that influence international marketing strategy, and the competitive dynamics inherent in transnational supply chains,
6. Learn the role that business play in larger social issues. Develop a sense for the costs and benefits related to corporate social responsibility. Develop a sense of the ethics involved in international business management.
7. Learning how to strategize. You will have to develop the ability to successfully manage a business regardless of political externalities. This course will encourage you to think about business management as a core skill placed in multiple contexts.

Materials: Peng, 2011, *Global 2<sup>nd</sup> ed.* Cengage Learning. Online materials will be available with each purchased textbook, but are not necessary for the course. Please use them as supplemental information for your own personal benefit.

ISBN-10:1111821755 | ISBN-13:9781111821753

You are encouraged to read periodicals, magazines, and blogs that focus on international issues. The Economist and Wall Street Journal are suggested points of departure. Additionally, ASM has provided for limited but free access to Business Week for personal use. Many of these periodicals are readily available at Parish Library. Additional materials, including cases, will be distributed in class.

#### Grading Procedure:

The grade for this course will be determined as follows:

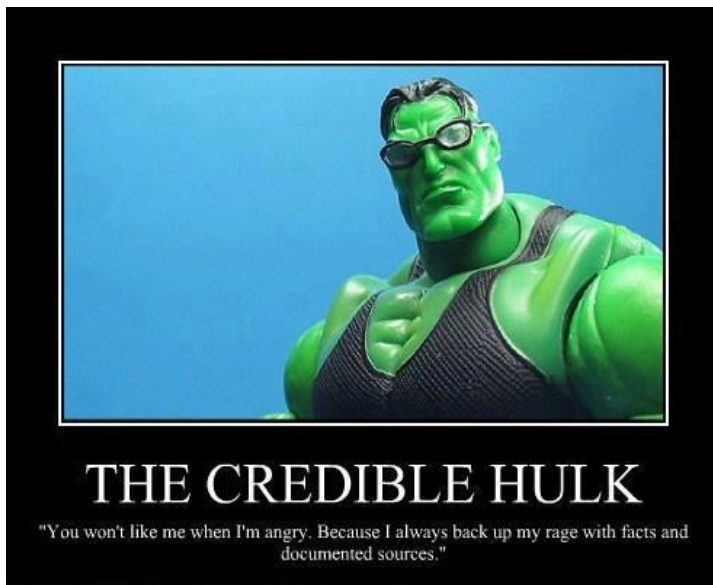
- 50% Exams (3 exams, 16.6% each)
- 30% Cases (2 cases, 15% each)
- 10% participation
- 10% Self-learning evaluation

This course uses the following grading scale:

- A+ 97-100%; A 96-93%; A- 92-90%
- B+ 89-87%; B 86-83%; B- 82-80%
- C+ 79-77%; C 76-73%; C- 72-70%
- D 60-69%; F below 60%

### Important Tip!

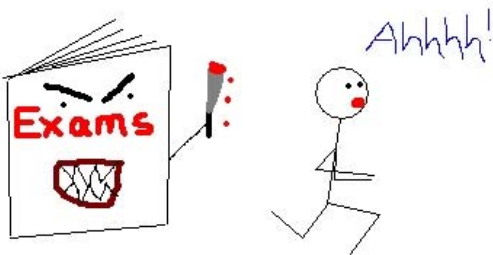
You need to check UNM Learn often. This is where all the materials I use for class are available. Any urgent announcements about class will be made on UNM Learn. I can track your activity on UNM Learn. Those students that receive high marks in class check for updates at least once a day.



"If you build a house, you will never disrespect one; if you value teaching, you will never disrespect an educator"

**Professional Conduct:** You are expected to correspond with your peers and your professors in a courteous and professional manner. As a component of this code, and as a means of respecting the value of the education you are receiving, you will address me as either "Professor Montoya" or "Dr. Montoya" in all formal correspondence. Informal correspondence, including extremely lax grammar or rude conduct, will be reported. There are reasons for this sort of expectation, and it is intended to encourage you to develop a very rigorous system of writing and reportage. By following this rule, you help improve the quality of education at ASM.

**Examinations:**



**Don't write a novel!**

My exams are short answer, but you can express your answer in very few words. Each exam is intended to see if you are thinking critically, not just memorizing.

Examinations are one of many ways that we can evaluate whether you are learning in a class. While these exams count for a significant portion of your grade, you should look at them as an opportunity to challenge yourself, particularly in regards to answering questions in a formal, timed environment.

- Four exams will be administered throughout the semester. All are short answer questions.
- The final exam will be cumulative, and is optional if you choose to retain your three previous scores. If you take the final exam, it will replace your lowest score, *even if it is lower than other scores.*

It is your responsibility to notify me if you are unable to take the exam, and you must do so via email. Otherwise, you may be unable to complete the exam. As a result, you must either take the exam as scheduled or take the final exam. Like all assignments, this course works at its best when we work in a timely and communicative fashion.

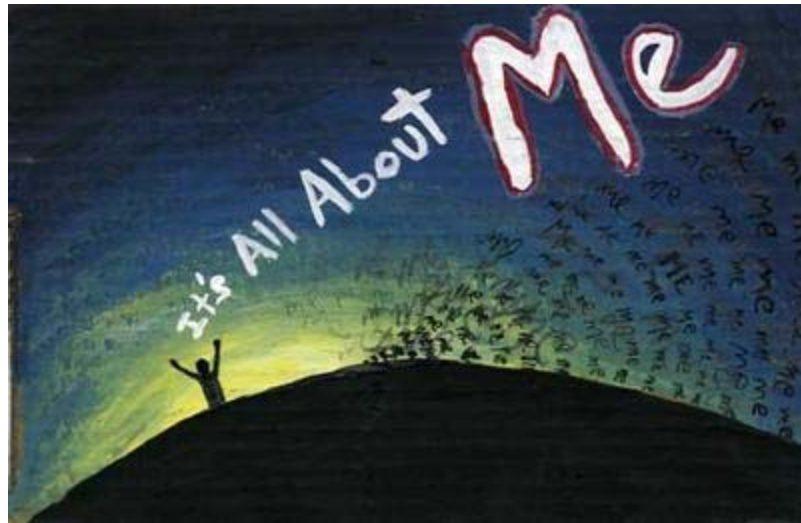
**Cases:** We would like you to be a critical thinker AND a critical writer. For this reason, our course emphasizes writing, but not overwhelming quantities of it. We want you to write less so you can write better. For this reason, you will have an opportunity to write **TWO concise, 2-3 page analyses**, each accounting for 15% of your grade. We will explore 4 different cases throughout the semester. We may also incorporate a debate style forum or an additional lecture from an external lecturer which will serve as a 4<sup>th</sup> case. Remember, you are only required to write a brief 2-3 page analysis of two cases, **at least one of them should be from the first two cases**. This is to ensure that you are not submitting all of your work at the end of the semester. Otherwise, there is no point in sharing your work with your instructor. We want to give you careful, thoughtful responses to your work so that you improve as a writer and thinker. Please make sure that your written analysis is thoughtful, articulate, and free of grammar and syntax errors.

Here are some basic guidelines for submitting a case study analysis:

1. Always send your case study analysis to [mrmonto@unm.edu](mailto:mrmonto@unm.edu). Do not submit articles in person. They should be submitted no later than class time on the date due (see calendar for more details). Send your document in Microsoft Word format (pdf or other embedded files are unacceptable).
2. Use either 1.5 or 2 line spacing, a legible 12 point font, double spaced.
3. Type your name, course section number, and case study title at the top of the page
4. Your analysis should be approximately 2-3 pages. It is unacceptable to use the word "I" in this paper. To simplify things, case studies, are really powerful examples. Your job is to identify what the examples we use in class represent.

**“This case is a representation of ... (and here’s where your thinking goes)…”**

5. An institutional analysis breaks down the logic of a problem and lets you see the way that institutions react to each other (think of it as the “1000 foot view – a perspective from a distance). Statements such as “I think” or “I feel” are not useful in these exercises.



6. Instead, try to break down the logic of a problem. For example, if we are evaluating a case where two companies can't find the right way to export goods from one place to the next, there might be a breakdown in the system. We will try to discuss these cases together to figure out how to use the case to identify why the system is or isn't working. Maybe it's because the two nations where these countries are located have a strong bias towards one another. Maybe it has to do with the process whereby trade issues are solved (maybe there isn't one!) These are all systemic problems that can be discussed in a much larger context. In other words, you're not necessarily writing about what happened inside the case, but rather about the patterns in the whole system that this case represents. Then, try to identify ways to solve this problem systemically. You'll find that many geo-political and geo-economic issues are systemic issues and can be best understood by identifying the institutions that cause and solve problems related to trade and business.



What makes for a thoughtful analysis?

A thoughtful analysis means that you are not merely editorializing or "showing what you know." Analysis requires that you have formulated an important question, and that question should guide the way you characterize a given problem. I am less interested in your ability to solve a problem than I am in your ability to think broadly, fairly, and critically about a given problem. Any paper that appears like a sensationalized editorial will be returned. We are here to grapple with serious and complex problems. Needless editorializing and bloviating is not an acceptable form of analysis in this class.

Please use me as a resource!

I'm eager to help you develop as a writer. For this reason, you may always ask me for guidance or support with your case studies. You are free to share a draft with me and we'll correspond electronically to make sure that you are getting the most out of this class.



Self-evaluation: We want to be sure that you are actually learning the skills and concepts that we're offering you in this course. For this reason, we require that you take a look at the learning outcomes that we will provide in this class. 2 times during the semester, you will be asked to look at these learning outcomes (things we expect and want every student to learn) and share with us

1. Whether you feel these skills are relevant to your life or to the life of a business person (and they might as the class continues)
2. What you think you learned in relation to these skills and concepts.

This is an important way to make sure you are getting the most out of class, and it will allow us to know whether you are having difficulty with a particular concept. If you are having a problem, **DON'T HESITATE TO CONTACT ME.** As your instructor, this is extremely important to me to know that you are able to let me know how to best teach the concepts in this class. If you are not getting that information in the classroom, we'll find a way to learn it another way, but you have to let me know about this. The self-evaluation document is a great way to do this. This document is available on WebCT under the "Self-Evaluation" folder.

**How do we improve our learning? Being able to creatively re-tell what we discuss in class is an important part of learning. I give you many examples, but until you learn to create your own content, your mind never fully adopts the information you are given. Become good storytellers. Tell others about what you absorbed in class. Be creative.**

Participation: Sometimes we learn on our own. Sometimes we learn in a community. The classroom is a rare place, because it lets you learn with peers and like-minded individuals with diverse opinions and ways of thinking. You can benefit greatly from making sure that the class discussions are productive. This can occur in many ways, but the most important way to support the learning community in class is to **COME PREPARED.** In class, we will do higher level thinking. We won't

simply be reviewing the textbook (our time is too precious to repeat in class what you should be doing). We cannot teach to our fullest ability if you are not willing to come prepared to class. This means:

1. Always do your readings for class. We rarely have more than 15 pages of reading in class, and most of it is very accessible. Please have that done.
2. If possible, come to class with questions that you would like to ask. If you do not feel comfortable asking them in class, email me. I'll respond to them each day if I receive them with enough time.
3. Listen carefully. This means that you shouldn't come to class to check Facebook or your email. This is extremely disrespectful. If you need to use a computer to take notes, please use your technology for class purposes. Otherwise, I will ask you to leave class.
4. Meet your deadlines and follow basic instructions. I have put a lot of information in this syllabus to guide you. I will always answer questions, but you should also respect the effort placed in making information clear and accessible.



## Motivated Reasoning

You won't learn very well if you're always trying to prove what you already know. Don't fish for information that proves what you know, come to class with an open mind, and **trust the classroom and your peers**. Don't assume you have the correct response to every question. **How do you know what you don't know you need to know?**

Come to class with a strong, humble attitude. We will think through very complicated subject matter from multiple perspectives. You are expected to invest in the class, meaning you must be willing to participate with enthusiasm and with rigor. Much of what you will take away from class will happen in the middle of discussions, and cannot be captured by the textbook alone. You are encouraged to attend class regularly and to participate by actively listening and being able to participate on command. I utilize a "roulette method" where a device I use will randomly select someone in class. I reserve the right to use this to determine whether the class is performing regular reading. Excessive absences (over 4) may constitute the loss of a full letter grade.

Extra Credit: UNM is an academic community, and I encourage our students to participate actively in that community. I will accept a one-page written analysis of an event on campus, explaining how it helps provide nuance to what we are discussing in class. This includes participating in events, or attending guest lectures and presentations. This assignment is worth one percentage point.

Class Cancellation: If class is cancelled due to inclement weather and/or university closure, the schedule will resume with assignments allocated to the next day of class. If school is cancelled on the date of the final exam, the final exam will be cancelled and students must accept the grade they were assigned, unless previous arrangements make it necessary to schedule an additional exam.

Honor Code and Academic Integrity:

We are an institution that values original thinking and hard work. This course is subject to the Student Code of Conduct ([pathfinder.unm.edu](http://pathfinder.unm.edu)) and your presence at UNM binds you to that code. Any violation will be taken seriously and measures to sanction any violation will be taken immediately and without compromise. At ASM, we are deeply committed to making sure that our integrity and honor is well understood and followed, both in the spirit and execution of our code. You are required as a participation in this module to read our honor code, located at <http://www.mgt.unm.edu/honesty/>.

## ACADEMIC INTEGRITY

*'...knowledge without integrity  
is dangerous and dreadful'  
-- Samuel Johnson*

**Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge:**

***I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.***

Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. FOR FULL TEXT OF ANDERSON'S ACADEMIC HONESTY CODE, please visit <http://www.mgt.unm.edu/honesty>

### ***ADA Statement***

Reasonable accommodation will be given to any individual with a legitimate disability. Please contact the instructor privately for arrangements. 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 appropriate 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.



Accessibility:



If you are a qualified person with special needs through ARC (<http://as2.unm.edu/>) , please notify me as soon as possible so that we can accommodate any request you may have. We will work with our partners throughout UNM to make sure that our course is available to all students regardless of special needs. Course materials may be made available in alternative formats if necessary. Please refer to [pathfinder.unm.edu](http://pathfinder.unm.edu) for additional information.

Schedule:

8/20	Introduction to globalization		Read Anderson text
	Globalization, key terms	Ch. 1	
	Globalization and business	Ch. 1	
8/27	Politics, Law and Economics	Ch. 2	Read Appadurai
	Culture and Ethics	Ch. 3	
9/3	Resource Allocation, Leveraging	Ch. 4	
	Resources and Capabilities	Ch. 4	
	Case Discussion, TBD		Case #1 Assigned
9/10	Exam #1 Review, Section Review	Ch. 1-4	
9/17	Exam #1		
	International Trade	Ch. 5	
9/24	Foreign Direct Investment	Ch. 6	Case #1 Due
	Foreign Exchange Markets	Ch. 7	
10/1	Foreign Exchange Markets		
	Capitalizing on Integration	Ch. 8	
10/8	Case 2		Case #2 Assigned
	Section Review		
10/15	Exam #2		
	Int. Entrepreneurship	Ch. 9	
10/22	Entering Foreign Markets	Ch. 10	
10/29	Foreign Markets, Acquisitions	Ch. 11	Case #2 Due
11/5	Global strategies	Ch. 12	
	Global structuring	Ch. 12	
	Case Discussion, TBD		Case #3 Assigned
11/12	Exam #3		
11/19	Corporate Social Responsibility	Ch. 14	
	Human Resource Mgmt	Ch.13	Case #3 Due
11/26	Class Cancelled		
12/2	Last Class Presentation - Mandatory		Case #4 Assigned
12/10	Final Exam 7:45-9:45pm ASM 1016		Case #4 Due

Note: you can take the final exam on \*\*\*\*\* if it is more convenient. You MUST inform me if you choose to take the final exam so that I can prepare your exam.