

LINCOLN UNIVERSITY COURSE SYLLABUS

BA 316 – INTERNATIONAL MANAGEMENT

(3 units = 45 lecture hours)

August 29, 2013 through December 12, 2013

Course Description

BA 316 encompasses an analysis of economic forces and government actions affecting international business; determinants of policy with regard to entering foreign markets and evaluation of foreign environments, organizational control, compensation, pricing, relations with government agencies and public interest issues in the management of multinational corporations. (3 units)

Learning Objectives

In this course students will:

1. Gain an understanding of the guiding principles of international management.
2. Learn to effectively research, write, and present management case studies.
3. Gain an understanding of the factors that influence the globalized business environment, and the management methods used to manage them.
4. Gain an understanding of how multinational corporations help shape the current international business setting.

Required Textbooks

Deresky, H, 2011, *International Management: Managing Across Borders and Cultures*, 7th Edition. Prentice Hall. Upper Saddle River, NJ. ISBN 13: 978-0-13- 609867-6.

Mantle, J., 2008, *Companies That Changed The World: From the East India Company to Google Inc.*, Quercus Publishing Plc. London, UK. ISBN 13: 978-1- 84724-241-9.

Instructor

Dr. William Musgrave, DBA

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Office hours by appointment, preferably before or after class.

COURSE INTRODUCTION

In this syllabus, I provide an overview of the course and student expectations. It is important that you note the schedule of events, and assignments. The nature of the course environment requires students to actively engage each other and to encourage the learning process through in-class discussions and close collaboration in your assigned team. Team-based learning is an important course component and includes working on case studies together and team-based exams. When everyone participates, the entire class has the opportunity to significantly advance their learning. During each class session you will be provided assignments and instructions, topics for research, questions for discussion, feedback, and a description of the activities for the next class session. Instructional methodology includes: Lecture, class discussions, group and team work, practical exercises, and use of multimedia resources.

COURSE REQUIREMENTS

CASE STUDY ASSIGNMENTS

Overview of Case Study Requirements

A major emphasis in the course is the use of case studies that are performed on both an individual and team basis. It is important that students avoid plagiarism. Papers that contain a significant amount of material copied off the internet (typically 20% non-original content) will receive an automatic grade of F for the assignment.

Case Study Assignments are due the week following the week it is assigned on the course schedule. Late assignments will be accepted without a 10% late penalty if they are submitted within one week of the due date. If they are submitted after the one-week grace period, a 10% late penalty will be assessed for each week it is late.

Assignments must have: The student's first and last name at the top of the page and/or the names of the entire team/group at the top. The title of the assignment must also be in the heading. Simply putting the date of the assignment is not correct and it will be downgraded 10% for not following instructions.

Electronic submissions do not count unless you have previously arranged this with the instructor, or they are part of our course work.

If you are not able to work with your team on the assignment, in order to earn the points, you will need to complete a supplemental assignment.

Comprehensive Case Study Assignment

During this course, you will be assigned one of the 11 Comprehensive Case Studies in your textbook. This will require that you submit written answers to the questions at the end of the case study, and make a brief presentation to the class about your findings.

Of the 50 companies discussed in Mantle, prepare a paper that discusses the three companies whom you believe had the greatest impact on the business world and why.

Format for Written Assignments:

Write your first and last name at the top of your paper along with the title of the assignment (papers will not be returned without credit if there is no name and/or assignment title).

- a. Use the APA/Chicago-Turabian guidelines for citing and documenting sources.
- b. Your assignment should follow these formatting guidelines:
 - Use 12-point Times Roman font
 - Single space
 - Skip one space between paragraphs.
 - Do not indent paragraphs.

Team Member Peer Evaluation Team Case Studies

The ability to work as a valued team member is a major factor in organization and individual success. Employers increasingly select candidates based the ability to work with others. Accordingly, on the last class, students will turn in a peer evaluation. This evaluation will be a factor in each student's grade on the team written projects.

EXAMINATIONS

There will be two exams given during the course, a Mid-Term and a Final Exam. Both will be given on both an individual and a team basis. The exams will follow a multiple choice format and cover the assigned reading material in the Deresky textbook. Information on how the exams will be administered will be provided in class.

CLASS ATTENDANCE AND PARTICIPATION

It is important that students not miss any classes except in the case of an emergency. Each student is expected to contribute to each class through such avenues as:

- Introducing new and relevant information to the class discussions and from readings in the textbooks.
- Commenting in a positive and constructive manner.
- Building on the comments of your fellow students, but at the same time, being able to engage in critical thinking and to challenge various positions taken during discussions.
- Be respectful of fellow students and maintain make comments in a manner that is not offensive to anyone due to their background.

COURSE GRADES

Final grades will be determined based on the below weighting of course requirements.

Category	Weighting
Class Attendance and Participation	5%
Mid-Term Exam	15%
Final Exam	15%
Chapter Case Studies x 11 (2 Pts. Each)	22%
Integrative Team Project (pg. 432)	13%
Integrative Team Project Presentation (pg. 432)	5%
Individual Comprehensive Case Study & Presentation	10%
Integrative Case Study (pg. 433)	7%
Top 3 companies paper	8%
	100%

Final course letter grades are determined based on the below conversion table.

95-100	A	80-83	B-	65-69	D+
90-94	A-	77-79	C+	60-64	D
87-89	B+	74-76	C	59 or below	F
84-86	B	70-73	C-		

Descriptions of Final Course Grades

A = Excellent performance. Clearly stands out as an excellent performer. Has unusually sharp insight into material and initiates thoughtful questions. The student sees many sides of an issue. Articulates well and writes logically and clearly. Integrates ideas previously learned from this and other disciplines; anticipates next steps in progression of ideas.

B = Above average performance. Grasps subject matter at a level considered to be good to very good. The student actively participates in the class discussion. Speaks and writes well. The student accomplishes more than the minimum requirements. Work in and out of class is of high quality.

C = Average performance. The student demonstrates a satisfactory comprehension of the subject matter. Accomplishes only the minimum requirements and displays little or no initiative. The student is able to communicate orally and in writing at an acceptable level for a college student. Has a satisfactory understanding of all basic concepts.

D = Below average performance. The student demonstrates understanding at the most rudimentary level. Quality and quantity of work in and out of class is below average and marginally acceptable.

F = Failing performance. Work is not acceptable and/or timely. Quality and quantity of work in and out of class fails to demonstrate a marginal understanding of learning objectives and their application. Academic credit is not earned.

INSTRUCTOR'S BACKGROUND

Professor Musgrave's background and teaching interests are in global entrepreneurship, leadership and management, and public sector change. Dr. Musgrave has lectured, operated, and made conference presentations in numerous countries in Asia, Latin America, Europe, and Eastern Europe. Formerly, he was the president & CEO of The Enterprise Network (TEN) of Silicon Valley where he mentored startups and managed a technology commercialization program with NASA. He was also an executive in the electronics industry with DRS Technologies where he was engaged in business development activities including leading the purchase and turnaround of an electronics factory in Bulgaria. Professor Musgrave has assisted numerous startup companies in Silicon Valley. Professor Musgrave has DBA and MBA degrees from The George Washington University in Washington, D.C. He is a former U.S. Navy Captain.

COURSE SCHEDULE

(Subject to change with fair notice)

8/29	Course Introduction Formation of Teams
9/5	CH 1: Foreign Trade – Institutional Framework and Basics Mantle: East India Co., Amsterdam Exchange Bank, The Coalbrookdale Co. Homework Case: Indian BPOs (p. 32)
9/12	CH 2: Managing Interdependence Mantle: Dupont, Thomas Cook, Singer, Western Union, Reuters Homework Case: Nike’s CSR Challenge (pg. 58), Comprehensive Case Studies
9/19	Comprehensive Case Studies 1-3 Presentations CH 3: Understanding the Role of Culture Mantle: Levi Strauss, Central Pacific & Union Pacific, Standard Oil, Bell Telephone Homework Case: Australia and New Zealand (pg. 121)
9/26	CH 4: Communicating Across Cultures Mantle: Manchester United FC, Eastman Kodak, Coca-Cola, Johnson & Johnson, IBM Homework Case: Elizabeth (pg. 148)
10/3	CH 5: Cross-cultural Negotiation and Decision Making Mantle: Ford, Hoover, British Petroleum, Boeing, Disney Homework Case: The Alcatel-Lucent Merger, Comprehensive Case Studies
10/10	Comprehensive Case Studies 4 & 5 Presentations Mantle: The Shenandoah Corporations (Goldman Sachs), Unilever, King Kullen, EMI, Allen Lane/Penguin CH 6: Formulating Strategy Homework Case: YouTube (pg. 229)
10/17	CH 7: Global Alliances and Strategy Implementation Mantle: Toyota, Volkswagenwerk, IKEA, Sony Homework Case: Aditya Birla Group (pg. 254) Mid-Term Exam (Chapters 1-6 in Deresky)
10/24	CH 8: Organizational Structure and Control Systems Mantle: Aramco/Tapline, Bic/Biro, Searle, Yves Saint Laurent, Nokia Homework Case: Acer Restructures (pg. 278), Comprehensive Case Studies
10/31	Comprehensive Case Studies 6-9 Presentations CH 9: Staffing, Training, and Compensation for Global Operations In Mantle: Nike, Intel, Virgin, Microsoft, Apple Homework Case: Kelly’s Assignment in Japan (pg. 351)
11/7	CH 10: Developing a Global Management Cadre In Mantle: Body Shop, CNN, Swatch, Eurotunnel, Endemol Homework Case: Avon (pg. 375)
11/14	CH 11: Motivating and Leading In Mantle: eBay, Al Jazeera, Google Home work Case: Sir Richard Branson (pg. 402), Comprehensive Case Studies
11/21	Comprehensive Case Studies 10 & 11 Presentations Team Project Presentations Three most significant companies paper due.
12/5	Team Project Presentations/Completion of Integrated Case Study
12/12	Final Exam (Comprehensive, but with emphasis on Chapters 7-11 in Deresky)

Syllabus Updated: 8/22/2013