

University of Texas at Dallas
Jindal School of Management

IMS 3310.011 International Business
1:00-2:15 pm
Monday & Wednesday
Fall 2019
JSOM 2.112

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Office hours: Monday 2:15-3:15pm or by appointment

Course description

Globalization is the worldwide trend of business expanding beyond their domestic borders. To compete in today's global economy, managers need to be able to apply management principles across countries and cultures with suitable adaptation in the process. Adopting a truly global perspective of management, this course presents current thinking in international business theory and practice. The course will cover topics such as international trade theories, culture, internationalization of the entrepreneurial firms, international strategy, and global human resource management. Among others, the course has two main objectives: (1) developing a regard for human values and the ability to make judgments based on ethical and environmental considerations, and (2) understanding the multicultural aspects and international dimensions of the world in which we live and be familiar with knowledge and methods necessary to deal with related problems.

Teaching Materials

This course does **not** adopt any textbook.

Students should be able to understand the course content if they **attend the lectures**.

They may also get access to **free** sources online to supplement their knowledge related to the lectures.

One excellent example is the international business textbook available at **Open Textbook Library** (<https://open.umn.edu/opentextbooks/textbooks/international-business>).

Recommended Readings, Texts, & Materials

M. W. Peng (2016). *Global Business* (4th Ed.) by South-Western Cengage Learning. Both ISBNs refer to the same book: ISBN-13: 978-1305500891 and ISBN-10: 130550089X. It is available at UTD Bookstore (800 West Campbell Road, 972-883-2665). You can also buy on Amazon.com.

Periodicals such as *The Economist*, *BusinessWeek*, or *The Wall Street Journal* can be helpful.

UTD library electronic database is useful source for the periodicals and additional materials for group projects. <http://www.utdallas.edu/library>.

Lesson Schedule (Subject to change)

The following schedule provides a checklist of topics and assignments by week:

Week 1 (Aug 19)

- Introduction and administrative matters

Week 1 (Aug 21) Understanding Informal Institutions

- *Cross-national business ethics, Part 1*
- Case analysis

Week 2 (Aug 26) Understanding Informal Institutions

- *Cross-national business ethics, Part 2*
- Case: Consulting for Jones and Jones Pharmaceutical

Week 2(Aug 28) Cultural dimensions, Part 1

- Case analysis

Week 3 (Sep 2) Labor Day, NO CLASS

Week 3 (Sep 4) Cultural dimensions, Part 2

- Foreign Direct Investments: Venture capital (VC) firms & VC syndicates

Week 4 (Sep 9) Cultural dimensions, Part 3

- Case: Teaching in Korea

Week 4 (Sep 11) Cultural dimensions, Part 4

- Group formation
- Consider topic for group country profile presentation

In the sessions of cultural dimensions, a guest speaker will be invited to talk about how different cultural backgrounds of venture capital firms may alter their conformity to the societal norms.

Week 5 (Sep 16) Cross-cultural communication, Part 1

- Submission of topic for group country profile presentation

Week 5 (Sep 18) Cross-cultural communication, Part 2

- Case analysis

Week 6 (Sep 23) Multinational strategies and entry modes, Part 1

- Multinational and Participation Strategies: Content and Formulation
- Outsourcing Jobs: The Myths and Realities

Week 6 (Sep 25) Multinational strategies and entry modes, Part 2

- Case: On International Assignment in Greece
- Or for students to prepare for the first test

Week 7 (Sep 30) Growing & Internationalizing the entrepreneurial firm

- Initial Public Offering (IPO)
- Bai, X., Tsang, E. W., & Xia, W., 2018. Domestic versus foreign listing: Does a CEO's educational experience matter? *Journal of Business Venturing*, in press (*available online on Nov.2, 2018*)

Week 7 (Oct 2) Group Project & Exam 1

- Submission of topic for individual MNC profile report
- Students talk about their topic for group project and receive feedback from the instructor
- **Sample questions for Exam 1**

Week 8 (Oct 7) Students prepare for Exam 1

Week 8 (Oct 9) Exam 1

- **Please bring your Scantron!**

Week 9 (Oct 14) Human resource management, Part 1

- Managing Human Resources in an International Context
- Review for Exam 1

Week 9 (Oct 16) Human resource management, Part 2

- Case: The Case of the Floundering Expatriate)

Week 10 (Oct 21) Strategic Management Society (SMS) Annual Conference 2019, NO CLASS

Week 10 (Oct 23) Students practice group presentation & prepare for peer evaluation

Week 11 (Oct 28) Group Presentation, Part 1

Week 11 (Oct 30) Group Presentation, Part 2

Week 12 (Nov 4) Organizational design and control, Part 1

- Organizational Design and Control

Week 12 (Nov 6) Organizational design and control, Part 2

- Case analysis

Week 13 (Nov 11) Cross-cultural decision making, Part 1

- Case analysis

Week 13 (Nov 13) Cross-cultural decision making, Part 2

- Case: Her Dutch Colleagues
- **Sample questions for Exam 2**

Week 14 (Nov 18) Students prepare for Exam 2

Week 14 (Nov 20) Exam 2

Week 15 (Nov 25) Fall Break, NO CLASS

Week 15 (Nov 27) Fall Break, NO CLASS

Week 16 (Dec 2) Final Presentations, Part 1

Week 16 (Dec 4) Final Presentations, Part 2

Week 17 (Dec 9) Submission of individual MNC profile report to eLearning

Grading Policy

The final grade will be determined as follows:

Individual MNC profile report 25%

Group country profile presentation 25%

First test 20%

Second test 30%

Total 100%

See details of grading and evaluation of the above course components below. The weighted average score calculated from the above components is converted into a grade as follows:

Score Grade

97 – 100 A+

94 – < 97 A

90 – < 94 A-

87 – < 90 B+

84 – < 87 B

80 – < 84 B-

77 – < 80 C+

74 – < 77 C

70 – < 74 C-

67 – < 70 D+

64 – < 67 D

60 – < 64 D-

0 – < 60 F

Extra Credit

The chances for you to earn extra credit: (1) Competition-based grading and evaluating a group report (other than your own). Score: max 5%. This is teamwork. Extra credit is supposed to be added to every member in the team. (2) Evaluating other individual's MNC report (other than your own). Score: max 5%. It will go to specific students as per peer evaluation.

Course and Instructor Policies

Group country profile report

Each group of students assume themselves to be in the top management team of a U.S. MNC exploring the opportunity of investing in a foreign country. The group has to identify a country that they plan to invest in and make a presentation on the investment environment of the country to the board of directors. The length of the report should be about 2,000 words. More details will be given later in the course.

Individual MNC profile report

Students choose an MNC of any nationality and analyze how it adapts its operations overseas, based on the concepts and theories learned in this course. The length of the report should be about 2,000 words. More details will be given later in the course.

This course adopts a policy of punishing freeloading. After the presentation is over, a student may report in writing to the instructor the name of one freeloader (i.e., who has not contributed adequately to the group effort) in his or her group. If a student is reported to be a freeloader by all the other group members, he or she will be penalized by a reduction of 10 points (out of 100) from the score of the country profile presentation. However, if the alleged freeloader has virtually contributed nothing toward the presentation, the penalty will be much more severe he or she will get zero points.

Tests

The closed book first test consists of multiple choice questions and is of one hour duration. Students should bring scantron sheets and pencils for the test. *No make-up tests will be given!* The open-book second test consists of short essay questions. It is handwritten and of one and a half hours duration. Requests for rescheduling the second test will be considered only with timely notification and appropriate documentation, such as a written excuse from a medical doctor or the academic dean. The format of a rescheduled second test will be up to the instructor's discretion.

Final grade

Following the university's guideline for grade distribution, the final grade of a student will be based on the relative standing of his or her total credit points accumulated from all the requirements as compared with the rest of the class. In compliance with the university's policy of confidentiality, no grade information will be transmitted via phone or e-mail.

Class attendance

Regular attendance is expected from students of this course. Absence is strongly discouraged. Random roll call will be carried out in a few of the lessons and those who are present will be awarded one bonus point for each roll call. If a student is absent or late to a class meeting, it will be his or her responsibility to catch up with all the missed materials including announcement made while the student was absent. No make-up tests or lectures will be given. It will also be the student's responsibility to accept any consequences that may result from absences.

Other policy issues

Throughout the semester, each student is expected to follow the university's guideline on student conduct with regard to cheating and other dishonorable behaviors. Severe consequences can occur if such rules are not followed. The instructor also reserves the right to deduct scores from the final grade of a student if the student has shown severe non-constructive behavior in class (such as disrupting the class or abusing another individual), in addition to other disciplinary actions.

It is the student's responsibility to read the syllabus thoroughly, and keep track of all the important dates and requirements, as well as any subsequent changes to the syllabus. Experience shows that answers to most questions that students ask can in fact be found in the syllabus.

Technical Support

If you experience any problems with your UTD account you may send an email to: assist@utdallas.edu or call the UTD Computer Helpdesk at 972-883-2911.

Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations* of the Board of Regents of the University of Texas System, *Part 1, Chapter VI, Section 3*, and in Title V, *Rules on Student Services and Activities of the Course Syllabus Page 8, University's Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SSB 4.400, 972/883- 6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty and administration of the School of Management expect from our students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work. We want to establish a reputation for the honorable behavior of our graduates, which extends throughout their careers. Both your individual reputation and the school's reputation matter to your success.

The Judicial Affairs website lists examples of academic dishonesty. Dishonesty includes, but is not limited to cheating, plagiarism, collusion, facilitating academic dishonesty, fabrication, failure to contribute to a collaborative project and sabotage. Some of the ways students may engage in academic dishonesty are:

- Coughing and/or using visual or auditory signals in a test;
- Concealing notes on hands, caps, shoes, in pockets or the back of beverage bottle labels;
- Writing in blue books prior to an examination;
- Writing information on blackboards, desks, or keeping notes on the floor;
- Obtaining copies of an exam in advance;
- Passing information from an earlier class to a later class;
- Leaving information in the bathroom;
- Exchanging exams so that neighbors have identical test forms;
- Having a substitute take a test and providing falsified identification for the substitute;
- Fabricating data for lab assignments;
- Changing a graded paper and requesting that it be regraded;
- Failing to turn in a test or assignment and later suggesting the faculty member lost the item;

- Stealing another student's graded test and affixing one's own name on it;
- Recording two answers, one on the test form, one on the answer sheet;
- Marking an answer sheet to enable another to see the answer;
- Encircling two adjacent answers and claiming to have had the correct answer;
- Stealing an exam for someone in another section or for placement in a test file;
- Using an electronic device to store test information, or to send or receive answers for a test;
- Destroying or removing library materials to gain an academic advantage;
- Consulting assignment solutions posted on websites of previous course offerings;
- Transferring a computer file from one person's account to another;
- Transmitting posted answers for an exam to a student in a testing area via electronic device;
- Downloading text from the Internet or other sources without proper attribution;
- Citing to false references or findings in research or other academic exercises;
- Unauthorized collaborating with another person in preparing academic exercises.
- Submitting a substantial portion of the same academic work more than once without written authorization from the instructor.

<http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-Basicexamples.html>

Updated: August, 2011

Plagiarism on written assignments, especially from the web, from portions of papers for other classes, and from any other source is unacceptable. On written assignments, this course may use the resources of *turnitin.com*, which searches the web for plagiarized content and is over 90% effective.

Students in this course suspected of academic dishonesty are subject to disciplinary proceedings, and if found responsible, the following sanctions will be applied:

1. MNC profile report – Zero for the assignment
2. Country profile presentation – Zero for the assignment for ALL group members
3. Tests – Zero for the test

These sanctions will be administered only after a student has been found officially responsible for academic dishonesty, either through waiving their right for a disciplinary hearing, or being declared responsible after a hearing administered by Judicial Affairs and the Dean of Student's Office .

In the event that the student receives a failing grade for the course for academic dishonesty, the student is not allowed to withdraw as a way of preventing the grade from being entered on their record. Where a student receives an F in a course and chooses to take the course over to improve their grade, the original grade of F remains on their transcript, but does not count towards calculation of their GPA.

The School of Management also reserves the right to review a student's disciplinary record, on file with the Dean of Students, as one of the criteria for determining a student's eligibility for a scholarship.

Judicial Affairs Procedures

Under authority delegated by the Dean of Students, a faculty member who has reason to suspect that a student has engaged in academic dishonesty may conduct a conference with the student in compliance with the following procedures:

- (i) the student will be informed that he/she is believed to have committed an act or acts of academic dishonesty in violation of University rules;

- (ii) the student will be presented with any information in the knowledge or possession of the instructor which tends to support the allegation(s) of academic dishonesty;
- (iii) the student will be given an opportunity to present information on his/her behalf;
- (iv) after meeting with the student, the faculty member may choose not to refer the allegation if he/she determines that the allegations are not supported by the evidence; or
- (v) after meeting with the student, the faculty member may refer the allegations to the dean of students along with a referral form and all supporting documentation of the alleged violation. Under separate cover, the faculty member should forward the appropriate grade to be assessed if a student is found to be responsible for academic dishonesty;
- (vi) the faculty member may consult with the dean of students in determining the recommended grade;
- (vii) the faculty member must not impose any independent sanctions upon the student in lieu of a referral to Judicial Affairs;
- (viii) the faculty member may not impose a sanction of suspension or expulsion, but may make this *recommendation* in the referral documentation

If the faculty member chooses not to meet with the student and instead forwards the appropriate documentation directly to the dean of students, they should attempt to inform the student of the allegation and notify the student that the information has been forwarded to the Office of Dean of Students for investigation.

The student, pending a hearing, remains responsible for all academic exercises and syllabus requirements. The student may remain in class if the student's presence in the class does not interfere with the professor's ability to teach the class or the ability of other class members to learn. (See Section 49.07, page V-49-4 for information regarding the removal of a student from class).

Upon receipt of the referral form, class syllabus, and the supporting material/documentation from the faculty member, the dean shall proceed under the guidelines in the *Handbook of Operating Procedures*, Chapter 49, Subchapter C. If the respondent disputes the facts upon which the allegations are based, a fair and impartial disciplinary committee comprised of UTD faculty and students, shall hold a hearing and determine the responsibility of the student. If they find the student in violation of the code of conduct, the dean will then affirm the minimum sanction as provided in the syllabus, and share this information with the student. The dean will review the student's prior disciplinary record and assess additional sanctions where appropriate to the circumstances. The dean will inform the student and the faculty member of their decision.

Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials, including music and software. Copying, displaying, reproducing, or distributing copyrighted works may infringe the copyright owner's rights and such infringement is subject to appropriate disciplinary action as well as criminal penalties provided by federal law. Usage of such material is only appropriate when that usage constitutes "fair use" under the Copyright Act. As a UT Dallas student, you are required to follow the institution's copyright policy (Policy Memorandum 84-I.3-46). For more information about the fair use exemption, see <http://www.utsystem.edu/ogc/intellectualproperty/copypol2.htm>

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:

The University of Texas at Dallas, SU 22

PO Box 830688

Richardson, Texas 75083-0688

(972) 883-2098 (voice or TTY)

disabilityservice@utdallas.edu

If you anticipate issues related to the format or requirements of this course, please meet with the Coordinator of Disability Services. The Coordinator is available to discuss ways to ensure your full participation in the course. If you determine that formal, disability-related accommodations are necessary, it is very important that you be registered with Disability Services to notify them of your eligibility for reasonable accommodations. Disability Services can then plan how best to coordinate your accommodations.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

Off-Campus Instruction and Course Activities

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address given below.

Additional information is available from

the office of the school dean. (http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm).

These descriptions and timelines are subject to change at the discretion of the Professor.